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

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	$17,722,853	$18,058,211	$21,267,690	$22,449,205	$1,181,515
Operation Costs	$38,894,808	$40,878,865	$41,608,868	$42,014,046	$405,178
Debt & Depreciation	$1,676,351	$1,631,920	$3,481,120	$3,475,362	($5,758)
Capital Outlay	$1,610,805	$1,464,796	$1,756,548	$1,647,008	($109,540)
Interdepartmental. Charges	$313,187	($2,922,800)	($1,481,435)	($2,148,887)	($667,452)
Total Expenditures	**$60,218,004**	**$59,110,992**	**$66,632,791**	**$67,436,734**	**$803,943**
Revenues					
Direct Revenue	$10,271,944	$9,559,745	$11,938,329	$12,223,256	$284,927
Intergovernmental Revenue	$567,822	$445,384	$530,358	$520,032	($10,326)
Indirect Revenue	$5,571,165	$4,950,875	$5,437,360	$5,261,283	($176,077)
Total Revenues	**$16,410,931**	**$14,956,004**	**$17,906,047**	**$18,004,571**	**$98,524**
Tax Levy	**$43,807,073**	**$44,154,988**	**$48,726,744**	**$49,432,163**	**$705,419**
Personnel					
Full-Time Pos. (FTE)	238.0	260.0	269.0	272.5	3.5
Seasonal/Hourly/Pool $	$80,474	$0	$105,634	$105,634	$ 0
Overtime $	$508,683	$317,827	$308,544	$338,548	$30,004

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	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$275,423	$587,671	$191,233	$192,864	$1,631
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$275,423	$587,671	$191,233	$192,864	$1,631
FTE Positions	3.0	4.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
To Be Determined	0	0	0	0

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
To Be Determined	0	0	0	0

Strategic Overview:

The management team works to guide and hold accountable the nine DAS Divisions accountable to their performance measures and outlines expectations for alignment to the County's strategic plan.

Strategic Implementation:

No major changes are anticipated in the 2022 DAS management budget. Expenses are associated with staff and services to lead the department. Leadership focus is to ensure DAS is supporting the racial equity priorities of Milwaukee County and the various departments and elected offices.

Department Mission:

Model and empower Milwaukee County's efforts to become the healthiest county in Wisconsin by achieving racial equity.

Strategic Program Area 2: DAS Central Business Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary				
Category	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$781,125	$703,018	$872,003	$883,869	$11,866
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$781,125	$703,018	$872,003	$883,869	$11,866
FTE Positions	11.0	11.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
No. of Departments Supported	4	4	4	5

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Percent of invoices processed timely per Service Level Agreement	N/A	92%	93%	94%
Percent of Monthly Fiscal Reporting Completed Timely	93%	87%	90%	91%

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. 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 focusing on ensuring accounting activities are performed in accordance with all applicable statues, ordinances, rules, policies and generally accepted accounting principles, which allow customer departments to focus on their core mission and business responsibilities. There are no fundamental changes to this program area.

Strategic Program Area 3: DAS Procurement

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$594,117	$583,783	$786,404	$928,577	$142,173
Revenues	$640	$0	$0	$0	$ 0
Tax Levy	$593,477	$583,783	$786,404	$928,577	$142,173
FTE Positions	8.0	8.0	8.0	10.0	2.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Price Agreements – With Budget Year Start Date	225	136	150	160
Requisitions Processed to Purchase Order Annually	21,491	40,837	28,500	30,000
Sealed Public Bids	75	71	60	63
Request For Proposals – Procurement Administered	46	25	45	32
How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Spend Under Management (Aberdeen Benchmark1)	27%	27.5%	30%	30%
Cycle Time (Requisition to Purchase Order) – Percentage One Day or Less	66.8%	63%	40%	45%
Sealed Bid Responses (Average Responses/Bid)	3.37	5.73	4.5	4.7
MarketPlace Central2 Use – Unique Users/ Month Peak (ERP 2020)	392	200	120	150

*Due to the ERP conversion, 2021 activity reporting and performance measures will reflect the period from July 1, 2021 to December 31, 2021.

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 2022. All competitive acquisitions will remain on technology platforms that permit visibility and include a broader base of potential participants in Milwaukee County contracting, Enterprise Platform Modernization (ERP), or alternative processes. Migration of all departments to use the ERP contracting module will be critical to ERP success to enable approvals, tracking and associated payments made under contract.

In connection with this transition, Procurement hired (1) a Business Success Manager and (2) a Business Systems Analyst in 2021. These staff members will help deploy the ERP as well as train end users.

Further, Procurement hired a second Business Systems Analyst in 2021 who will design, facilitate, and manage Procurement training for County employees as well as current and potential contractors. This staff member's important work will increase awareness of proper procedure and encourage participation in Procurement processes.

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 TBE businesses, inclusive of new authority for TBE set asides.

In 2020, Procurement continued formal credentialing of senior staff by the Universal Public Procurement Certification Council (UPPCC) with minimum of each attaining Certified Professional Public Buyer (CPPB) certification. The second of two Procurement contract managers achieved this goal in 2020, and an additional Procurement staff member is planning to sit for the certification exam in 2021.

Procurement strives at all times to ensure that the County's contracting process is fair, open, and transparent. Such a process yields more opportunities for the broader community, ensures the protection of the County's interest, and enhances value.

Strategic Program Area 4: Community Business Development Partners

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$355,789	$345,789	$554,116	$558,943	$4,827
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$355,789	$345,789	$554,116	$558,943	$4,827
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Total Number of DBE Firms Certified	562[1]	581	600	625
Committed Contract Value to Targeted Businesses	32.46%[2]	28.6%	25%	30%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Total Number of DBE Firms Newly Certified	29	20	36	40

[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 socially and economically disadvantaged individual's businesses under the DBE program. In addition, the CBDP Division is responsible for the monitoring of contracts to ensure that DBE and TBE participation goals for professional services, construction, commodities and others, 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. 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.

With staff hires in 2021, CBDP will be fully staffed in 2022. With a full complement of staff, CBDP is looking forward to expanding the divisions efforts in outreach to certified and non-certified firms regarding contract opportunities with Milwaukee County. The CBDP division will work more intimately with County departments to help increase their overall spend with minority and woman-owned businesses. By establishing benchmark and baseline data, CBDP could help develop overall departmental participation goals in lieu of project-by-project goals. The division will team with Milwaukee Mitchell International Airport to work towards maintaining current ACDBE firms doing business at the airport, while also working to increase ACDBE activity in both Car Rental Concessions and Non-Car Rental Concessions. CBDP will also re-establish the dormant Revolving Loan Program. The Revolving Loan Program can assist certified small businesses that are actively performing on a County contract with a short-term cash infusion to help with labor costs, purchase of equipment and supplies.

Strategic Program Area 5: Performance, Strategy & Budget

Service Provision: **Mandated**

How We Do It: Program Budget Summary				
Category	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$761,875	$698,762	$842,904	$871,219	$28,315
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$761,875	$698,762	$842,904	$871,219	$28,315
FTE Positions	9.0	10.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
# of Budgets Produced	2	2	2	2
Organizational Budgets	82	82	82	82
Total Expenditure Budget	$1,245,829,025	TBD	TBD	TBD

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 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	Pending	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 with departments to expand upon the use of long-term financial planning in Milwaukee County's budget process. This includes placing focus on strategies to sustainably increase revenues, and reduce expenditures, while working to develop a fiscally healthy organization that makes decisions on investment into strategic plan priorities versus structural deficit reductions.

PSB will continue to assist towards the development of countywide Enterprise Resource Planning (ERP). In 2021 and 2022, PSB is working to develop a new budget software system.

Beginning in 2021, the Office of Performance, Strategy and Budget shall communicate to department heads and fiscal staff a new policy requiring departments to report to the County Board as soon as its overtime expenditures are projected to exceed either $1 million or 100 percent of the department's annual overtime appropriation. Departments that have

not exceeded their budgeted overtime by 100 percent in two of the four previous fiscal years are exempt from this reporting requirement. DAS-PSB shall develop a proposed ordinance to codify this fiscal reporting policy, similar to the reporting requirement for revenue shortfalls greater than $75,000 in MCGO Section 56.02, for review and approval by the County Board no later than the April 2021 meeting cycle.

Strategic Program Area 6: Reimbursement

Service Provision: Administrative

How We Do It: Program Budget Summary				
Category	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$0	$ 0	$ 0	$0	$ 0
Revenues	$0	$ 0	$ 0	$0	$ 0
Tax Levy	$ 0	$ 0	$ 0	$ 0	$ 0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
N/A	N/A	N/A	N/A	N/A

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 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	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$1,613,113	$1,302,943	$1,978,039	$1,924,776	($53,263)
Revenues	$498	$102	$1,500	$500	($1,000)
Tax Levy	$1,612,615	$1,302,841	$1,976,539	$1,924,276	($52,263)
FTE Positions	14.0	17.0	18.0	18.5	0.5

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# of New IT Projects Requested	37	54	55	60
# of IT Projects Managed	29	35	45	50
# of Contracts Managed	157	170	172	185
# of Contracts Negotiated	65	117	70	80

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How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
% of Projects Completed per Approved Schedule*	91%	91%	85%	85%
% of IMSD Negotiated IT Contracts Conformance to County Contract Standards and Ordinances	100%	100%	100%	100%
Project Manager: Contractor Ratio – # of Contractors (C) Versus County Workforce (FTE) Ratio	69% C 22: FTE 10	70% C 28: FTE 12	<60%	50%
IT Maturity Score	2.6	2**	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 Project Management Office will continue to manage the portfolio of Information Technology projects. During 2020, key project releases included:

- Fleet Fuel for monitoring fuel consumption for the Department of Transportation
- Replacement of Hospital Alerting Software for the Office of Emergency Management
- Release of Case Management Software Department of Health and Human Services
- Deployment of Computer Hardware Upgrades
- Upgrade to Payroll System
- New Business Intelligence Reporting Capabilities

Current and future projects and initiatives include enhancements of the Enterprise Resource Planning (ERP) program to integrate financial, procurement, and expense management software, Retirement of the Mainframe, Learning Management System and Recruiting Platform Implementation, Computer Aided Dispatch integration, and project management support for DAS-IMSD and other County department and division initiatives. The team is also working to train non-IMSD County employees on software solutions, project management principles and modern technology

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	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$836,715	$1,383,634	$2,098,292	$2,159,135	$60,843
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$836,715	$1,383,634	$2,098,292	$2,159,135	$60,843
FTE Positions	16.0	29.0	31.0	32.0	1.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Number of Service Hours Performed (Project and Support)	55,154 hours	67,333 hours	66,480 hours	72,800 hours
Applications Supported	599	480	475	475
Documents Managed – (Electronic Content Management)	10,862,812	506,794	600,000	700,000

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Tier III (Application-Related) Support Tickets Received and Addressed	2,753	4,268	3,000	4,000
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees and Contractors	72% Project / 28% Support	70% Project / 30% Support	75% Project / 25% Support	70% Project / 30% Support
Applications Development Team Service Hours Percentage of Project vs Support Time by Employees Only	35% Project / 65% Support	52% Project / 48% Support	49% Project / 51% Support	51% Project / 49% Support
Application Contractor Ratio – # of Contractors (C) versus County Workforce (FTE) Ratio	24% FTE 26: C 8	0% FTE 0: C 0	23% FTE 31: C 7	0% FTE 0: C 0
IT Maturity Score - Gartner Applications Development	-3	-2	2+	2+
IT Maturity Score - Gartner Data & Analytics	N/A	3	2+	3-
New Open Data Unique Data Sets	N/A	N/A	18	25
New Power BI Dashboard/Reports	N/A	7	15	30

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 all the County's 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. This program area was able to increase the number of service hours in 2020 with the increase of staff and projecting future hours on projected staff. There was also a significant increase in the number of support tickets in 2020 in part due to the increase of employees teleworking, implementation of Microsoft Teams, and supporting COVID needs.

Data management and analytics services are provided by this strategic program area. Data management and analytics encompasses master data management, data governance, business intelligence, measurement and analysis capabilities, and data architecture. As Milwaukee County strives to be the healthiest county in Wisconsin, this strategic area will assist in collecting data, cleansing data, and making that data available for performance measurement analysis. The Milwaukee County Open Data portal was released in 2021 to provide Milwaukee County constituents and businesses insight and access into our business process and statistical information to provide data transparency. The initial data sets included: 1) Capital and Operating Budget for 2017-2021, 2) Employment Statistics by race, gender, and age, 3) Behavioral Health Division Adult and Youth services, 4) Public access to data under the jurisdiction of Medical Examiner, 5) and Health Rankings. We provide the data via dashboard reports and allow for direct consumption of the individual datasets.

There was a very large increase of documents managed in 2019 through the inclusion of the Medical Examiner's historical toxicology documents. One FTE Applications Technical Architect was added to mature and cultivate the anticipated continued growth of the OnBase application that supports the document management process of Milwaukee County. We have significantly increased our use of this application suite through the implementation of the Infor Cloud Suite (financial, procurement, and expense management), Department of Health and Human Services Housing division, Department of Administrative Services Facilities Management division, Department of Administrative Services Architectural and Engineering division, and Comptroller department.

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.
- Gartner's government ratings average for Applications is 2 for 2020/2021. This was a decrease from the previous year as new functional activities were added that were not scored in previous years. Milwaukee County is currently on a trajectory to raise their rating in applications from 2 to 2+ during fiscal year 2022.
- Gartner's government ratings average for Data and Analytics is 2+ for 2020/2021. This area will continue to incrementally mature as Milwaukee County strives to champion the data and analytics vision to all the departments and divisions.
- 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.

- Continue to support Phase 2 for the Infor Cloud Suite to support the payroll, financial, expense management, budgeting, and procurement business processes.
- Support, maintain and optimize all the applications enabling Milwaukee County operations.
- Provide support and expertise for maintaining and governing of the Cityworks work order system.
- Integrate Milwaukee County's Enterprise Document Management system with the Infor Cloud Suite 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 continued maturation of business intelligence - measurement and analysis using Microsoft Power BI Premium suite. We will also embrace Esri 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	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$5,802,127	$6,349,948	$7,736,813	$7,812,629	$75,816
Revenues	($301,160)	$128,354	$45,258	$45,699	$ 441
Tax Levy	$6,103,287	$6,221,594	$7,691,555	$7,766,930	$75,375
FTE Positions	10.0	10.0	12.0	12.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Number of Virtual Servers in Operation	307	308	298	295
Amount of server infrastructure virtualized	91.6%	91.5%	93.7%	95.6%
Local Physical Servers Decommissioned/Total Servers	7/15	2/13	6/7	7/0
Server patching compliance including antivirus	96%	96%	99%	99%
Workstation patching compliance including antivirus	83%	89%	93%	95%
Number of Switches Maintained	417	431	450	450
Switch Port Utilization	48%	48%	47%	45%
Number of Routers Maintained	63	58	79	80
Number of Firewalls Maintained	4	4	4	4
Number of Wireless Access Points	422	445	480	500
Number of Phones	6,325	6325	5000	5000
Number of Call Managers	8	10	4	42
Number of Voicemail Servers	2	2	1	1
Web Services Availability	100%	98%	100%	100%
Datacenter Uptime	100%	99.9%	100%	100%
Backup Success	99%	90%	99.9%	99.9%
Office 365 Uptime	99.9%	99.9%	99.9%	99.9%

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
IT Maturity Score – Infrastructure and Operations	2.4	2.4	2+*	3+*
Firewall Uptime	100%	100%	100%	100%
Router Uptime	95%	100%	99.9%	100%
Switch Uptime	98%	98%	99.9%	99.9%
Network Core Uptime	100%	0%	100%	0%

Gartner changed the scoring methodology. A 2+ corresponds to a high 2.x on the previous scoring system.

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 telephony 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 for employees and guests

Strategic Implementation:

In 2022, 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. 2021 will see the reduction of the Milwaukee Data Centers to just the Avaya phone system and its ancillary servers. This will reduce complexity, device count, and maintenance/support costs, enabling IMSD to focus resources on initiatives that contribute value, increase infrastructure and operational maturity, reduce technical debt, and reduce the County's IT security risk exposure.

- The Data Center Services team will focus on keeping our systems updated with the latest security defense mechanisms to keep our environment protected from such threats as Ransomware and cyber-attacks.

- 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 phone system Voice over Internet Protocol (VOIP) technology and project completes in 2021. This initiative drastically reduces 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. The new system also provides telephony services previously unavailable via the legacy phone system. These services have been readily adopted by various departments and will continue to be adopted as departments become educated on the features and functionality of the new system.

- Throughout 2022, 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.

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Strategic Program Area 10: Support Services Organization (IMSD)

Service Provision: Administration

How We Do It: Program Budget Summary					
Category	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$1,013,242	$1,050,124	$997,205	$998,867	$1,662
Revenues	($178)	$0	$0	$0	$ 0
Tax Levy	$1,013,420	$1,050,124	$997,205	$998,867	$1,662
FTE Positions	7.0	8.0	9.0	9.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Service Tickets Opened	34,032	31,656	27,600	27,000
Number of Service Desk Technicians	3.1	3.5	3.5	3.5
Windows Computing Devices Managed*	3,404	3,863	3,702	3,500
Mobile Devices Managed**	3,089	4,298	4,549	5,000
Unique End Users Serviced	4,299	4,097	4,065	4,050

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	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
% of Service Desk Tickets Resolved within Service Level Target	92%	91%	94%	95%
Mean Time to Resolve (Hours)***	64	31	30	28
IT Maturity Score – Infrastructure and Operations	2.4	2.6	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 Department of Administrative Services – Information Management Services Division (IMSD) by providing a central point of contact between County's employees and contracts using technology 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 physical asset management.

Strategic Implementation:

In 2022, 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.

- Continuous improvement of the asset management program implemented in 2021. A robust asset management program allows IMSD to have better management of the County's computing devices and once managed, the assets can then be protected with best practice security efforts like patches, updates and security software. Devices in the asset management program are: end user devices including phones, laptops, desktops and tablets; enterprise devices like: servers, networking equipment, backup power devices and printers.

- Continuous improvement of Knowledge Management and documentation processes. IMSD is always striving for continuous improvement with its IT Service Management tool: ManageEngine. The tool documents all aspects of an IT operation and guides the every-day operation of the department.

- Making appropriate investments in people, process, and technology to better serve our customers.

Strategic Program Area 11: Mainframe (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$1,856,981	$1,699,520	$840,670	$468,156	($372,514)
Revenues	$238,800	$140,600	$257,100	$140,600	($116,500)
Tax Levy	$1,618,181	$1,558,920	$583,570	$327,556	($256,014)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Mainframe IDs Maintained	224	213	150	N/A
Applications on Mainframe	1	1	1	N/A

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
CJIS Availability	N/A	N/A	N/A	N/A
Advantage Availability	99%	0%	99%	N/A

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 discontinue in 2021 to retire the CGI Advantage mainframe system. Milwaukee County transition to the Infor Cloud Suite June 14, 2021. The retirement of the CGI Advantage system is twofold: 1) Archive all data to be used for inclusion with future data to provide combined data for future decision making; 2) Delete all data programs, reports, etc. from the vendor who supports the Mainframe as a Service (MfaaS) environment. This retirement will be completed within six months of contract termination to the MfaaS vendor.

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	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$463,660	$319,651	$527,064	$527,064	$ 0
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$463,660	$319,651	$527,064	$527,064	$ 0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# Copiers and Printers Managed	544	630	658	600
Total Color Prints	442,742	260,603	260,000	250,000
Total Black & White Prints	2,928,539	1,571,183	1,150,000	1,000,000
Total Prints	3,371,281	1,831,786	1,410,000	1,250,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
% of Page Reduction	-25%	-45%	-23%	-12%
% of Color Print Reduction	-33%	-41%	0%	0%
Annual Program Budget	$533,704	$811,194	$527,064	$520,000

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. The use of FOBs and PINs should also contribute to cost savings because a job that has been sent to the printer but not ever actually printed will be deleted, thus saving money on supplies.

Additional note: The impact of Covid-19 on printing in 2020 was significant. Because ~2000 employees were working from home for most of 2020, there was less demand for printing as shown by the 45% reduction in prints from 2019 to 2020. As a result of Covid-19, it is expected that business processes have improved and modernized to the point where printing will be less a part of County operations and the County can then realize the cost savings of less printing.

Strategic Program Area 13: Technology Purchase Management (IMSD)

Service Provision: Administration

How We Do It: Program Budget Summary					
Category	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$6,720,765	$6,256,294	$6,076,280	$6,076,281	$ 1
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$6,720,765	$6,256,294	$6,076,280	$6,076,281	$ 1
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
# of County departments supported	43	43	43	43

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 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:
  - o Consolidate negotiations with vendor partners to mitigate risks, enhance customer service, and reduce pricing;
  - o Align business needs in a strategic and cost-effective manner;
  - o Mitigate risk of obsolete technology; and
  - o 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.

No funds shall be expended in 2021 for the operation of the Office of the Sheriff's Mobile App hosted by MobilePD. Milwaukee County is exploring the development and implementation of a new consolidated mobile app to serve multiple departments.

DEPARTMENT OF ADMINISTRATIIVE SERVICES (1151) BUDGET

Department: **Department of Administrative Services (DAS)**

UNIT NO. **1151**

FUND: **General — 0001**

Strategic Program Area 14: Cybersecurity (IMSD)

Service Provision: Administration

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$710,977	$948,145	$1,173,553	$1,181,657	$8,104
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$710,977	$948,145	$1,173,553	$1,181,657	$8,104
FTE Positions	2.0	2.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Number of Devices Monitored for Suspicious Activity & Cyber Threats	8,500	8,600	9,500	10,000
Number of Cyber Security Ticket Per Month	72	72	47	35
% of Cyber Security Tickets Resolved	100%	100%	100%	100%
Quarterly average of vulnerabilities detected	772	250	200	100

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Mean time to resolve security incident tickets	17 hrs.	17 hrs.	7 hrs.	5 hrs.
IT Maturity Score – Information Security	2.7	2.5	3.1	2-*

Gartner changed the scoring methodology

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 (National Institutes of Standards and Technology) and CIS (Center for Internet Security) cybersecurity frameworks and 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;

- 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
- Engage security and data governance and sponsorship across County departments. One of the ways this is accomplished is through the Milwaukee County Information Security Council
- Document and educate decision makers on 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.

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 & education
- 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
- Implement multifactor authentication for all IMSD administrator type accounts
- Incorporate 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	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	($3,787)	($51,019)	($0)	($0	$ 0
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	($3,787)	($51,019)	$ 0	$ 0	$ 0
FTE Positions	1.0	1.0	1.0	1.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
County-wide Building Footprint (gross square feet)	13,069,857	13,067,770	12,745,592	12,320,192
County-wide Building Plant Replacement Value ($)	$2.4B	$2.5B	$2.3B	$2.2B

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
County-wide Facility Condition Index (FCI*)	0.13	0.14	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 2019 initiative on Workforce Planning will continue through 2022 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 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	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$3,315,636	$3,210,824	$3,902,757	$3,944,736	$41,979
Revenues	$4,404,115	$4,500,689	$4,846,010	$4,710,000	($136,010)
Tax Levy	($1,088,479)	($1,289,865)	($943,253)	($765,264)	$177,989
FTE Positions	39.0	39.0	41.0	40.0	(1.0)

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
# of Capital Projects Managed	119 c/o; 35 new*	114 c/o; 60 new*	124 c/o; 29 new*	115 c/o; 25 new
County Facilities Planning Capital Projects Forwarded	68	108	56	87

* "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	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**

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 with a focus on superior customer service and engagement. While A&E continues to experience a slight increase in projects carried over from year to year, in 2022, A&E will continue to develop alternative means and methods to improve project delivery services. More specifically, to provide value engineering and risk management during project planning/design/bidding along with investigating alternate project delivery methods (within the constraints of State-mandated bidding regulations).

A&E will add one Surveyor position in 2022 as directed by County Board Resolution file 21-489.

Performance Measures that align with and support the County strategy will be included in the 2023 Budget Narrative.

Strategic Program Area 17: Environmental Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary				
Category	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$645,001	$551,292	$627,232	$688,830	$61,598
Revenues	$463,811	$421,149	$386,000	$436,000	$50,000
Tax Levy	$181,190	$130,143	$241,232	$252,830	$11,598
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
# of Mandated County Environmental Plans and Reports in Compliance	23 Compliance Requirements	29 Compliance Requirements	23 Compliance Requirements	32 Compliance Requirements

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
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:

Since 2018, the Environmental Services Unit has focused its resources 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 2022, this successful environmental compliance initiative continues.

Strategic Program Area 18: Office of Sustainability

Service Provision: Administration

How We Do It: Program Budget Summary				
Category	**2019 Actual**	**202 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$132,693	$164,418	$188,460	$189,892	$1,432
Revenues	$0	$0	$0	$0	$ 0
Tax Levy	$132,693	$164,418	$188,460	$189,892	$1,432
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Countywide energy use, normalized for weather (million Btu)	1,165,021	TBD	1,116,340	1,010,021
Countywide greenhouse gas emissions (metric tons of CO_2e)Cost savings/avoidance	TBD	TBD	TBD	TBD

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
County-wide energy use reduction vs. 2014 baseline	14%	TBD	16%	24%
% Office of Sustainability tax levy offset by cost saving/avoidance initiatives	214%	TBD	100%	100%

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 stewardship and climate resiliency into County operations, infrastructure, and services, and is responsible for coordinating the County-wide environmental sustainability program.

Our focus areas and core services include:

 • Strategic Planning: Developing plans for integrating environmental sustainability into Milwaukee County operations, infrastructure, and services

 • **Project Management: Leading projects to protect human health and the environment while reducing operating expenses and advancing racial equity.**

 • **Performance Management: Tracking and reporting progress toward the County's energy and emissions reduction goals.**

 • **Education/Outreach: Promoting environmental stewardship among County employees, elected officials, and the general public.**

Strategic Implementation:

In April 2021, the Board of Supervisors established that Milwaukee County will achieve net-zero carbon emissions by 2050. To support this ambitious policy, the Office of Sustainability (OS) will develop, recommend, and implement initiatives that reduce or offset the County's greenhouse gas emissions. Additionally, OS will actively pursue activities that: 1) reduce the County's energy use and costs; 2) eliminate County vendors' use of single-use plastics and polystyrene products; and 3) strengthen the County's standards for sustainable design and construction. Finally, the Office will continue to oversee Milwaukee County's energy bill management system and manage Countywide natural gas procurement.

Strategic Program Area 19: Facilities Operations & Maintenance

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$18,457,566	$16,871,341	$18,835,536	$19,377,248	$541,712
Revenues	$5,458,931	$4,598,994	$5,340,337	$5,308,810	($31,527)
Tax Levy	$12,998,635	$12,272,347	$13,495,199	$14,068,438	$573,239
FTE Positions	85.0	83.0	83.0	83.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Building Footprint Managed (sq. Feet)*	2,169,047	2,295,787	2,300,378	2,295,787
Building Plant Replacement Value	$657,138,066	$712,037,541	$683,573,076	$712,037,541

* 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	2019 Actual	2020 Actual	2021 Target	2022 Target
Facilities Operations and Maintenance Cost Per Square Foot	$9.17	$8.57	$8.41	$8.83
FMD-O&M Facility Condition Index (FCI)*	0.08	0.07	0.08	0.08

* 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 strategic focus of the Operations & Maintenance team involves People (training, career ladders, and organization design), Engagement (creating stronger teamwork, information sharing, and celebration), and Performance

(understanding what information and metrics drives overall performance and creating action to drive successful outcomes).

Our goal is to drive exceptional customer service and facility availability for 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	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$720,788	$958,961	$842,821	$941,000	$98,179
Revenues	$859,434	$1,021,925	$842,821	$941,000	$98,179
Tax Levy	($138,646)	($62,964)	$ 0	$ 0	$ 0
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
MCLIO Web Site Visits	75,600,000	76,400,000	85,000,000	80,000,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
GIS Project Requests	53 Ad Hoc Projects	32 Ad Hoc Projects	30 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 2022 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.

Annual Agreement:

The Department of Administrative Services authorizes LIO to enter into a 2022 contract in the approximate amount of $82,916 with the Southeastern Wisconsin Regional Planning Commission for the purpose of providing professional staff services for county surveyor services during 2022 pursuant to Wis. Stats. 59.74. Some of these services include to maintain a file of all land survey plats prepared by land surveyors for parcels in Milwaukee County, to perpetuate the corners of the U.S. Public Land Survey System throughout Milwaukee County, and to provide guidance and technical support during the year to the Milwaukee County Land Information Office.

Strategic Program Area 21: Water Distribution System

Service Provision: Discretionary

How We Do It: Program Budget Summary					
Category	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$3,714,578	$3,303,004	$4,139,410	$4,274,318	$134,908
Revenues	$3,487,194	$2,591,436	$4,139,410	$4,274,318	$134,908
Tax Levy	$227,384	$711,568	$ 0	$ 0	$ 0
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual[3]**	**2020 Actual**	**2021 Target**	**2022 Target**
Cubic Feet of Water Service*	26,195,057	34,828,800	34,000,000	35,500,000
Cubic Feet of Sewer Service*	26,195,057	34,828,800	34,000,000	35,500,000

Consumption by volume.

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
	$	$		

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 3rd QTR 2021 and 1st QTR 2022. The 2022 budget includes full-year 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 $943,948 that is budgeted in Agency 190 (Non-Departmental Revenues), Org 1986 (Fire Charge – Uncollectable).

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1 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 2022 are estimated at $1.58 million. Approximately $1.53 million of this cost is charged to non-county water system users with the balance, an estimated $54,000 charged to County users.

2 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.

3 Currently, Milwaukee County has entered into a management agreement with MRMC Water for the operation and maintenance of the water and sewer assets. This resulted in a change of billing methodology from calculated rates to an at-cost expense reimbursement process starting in Q4, 2019. 2019 Actuals reflected above, are calculated on Q1-Q3, 2019 activity. 2020 actuals – target are now reflective of full year expenses and estimates.

DEPARTMENT OF ADMINISTRATIIVE SERVICES (1151) BUDGET

UNIT NO. **1151**

Department: **Department of Administrative Services (DAS)**

FUND: **General — 0001**

Strategic Program Area 22: DAS Risk Management

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$9,301,158	$10,337,122	$10,394,523	$10,305,839	($88,684)
Revenues	($1,376)	$0	$0	$0	$ 0
Tax Levy	$9,302,534	$10,337,122	$10,394,523	$10,305,839	($88,684)
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Total hours of documented Risk Management Training	14,250 hours	9,090 hours	15,000 hours	15,000 hours
Total number of employees identified and enrolled in Occupational Health Program	228	228	1,533	3,242
Number of contracts reviewed per MCO 56.30(6)(f) indemnity and insurance requirements	1,010	1,200	1,300	1,300
Total tracked incidents and claims administered (including Workers' Compensation and Property and Casualty)	766*	706*	675	650

*. *Claims numbers are still developing. Some incidents and claims may remain unreported.*

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	*0.94	**1.28	0.95	Below 1.0

*2019 Is based on 2015, 2016, 2017 claims years; ** 2020 is based on 2016, 2017, 2018 claims years*

Division Mission:

Risk Management's mission is to minimize Milwaukee County liability through claims administration, safety and loss control, insurance procurement, and contractual risk transfer services provided in collaboration with County departments.

Division Description:

Risk Management envisions an innovative and sustainable risk management program that provides and equitable, safe, and healthy environment for our employees and the public utilizing Milwaukee County services.

Strategic Overview:

Over the last five years, Milwaukee County experienced a significant reduction in frequency and severity measures of new workers' compensation claims that is attributed to the implementation of initiatives such as a 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. Risk Management is committed to continually improving these programs and services. Workers' compensation claims numbers are both a loss control and safety and claims management performance measure for Risk Management, as tracked through the experience modification number, which is a benchmark that compares the County's workers' compensation losses to the industry loss rates. A number below 1.0 indicates a better than average rating, signifying highly functioning safety, loss control, and claims administration programs that are effective at reducing the County's liabilities and keeping employees safe and healthy

Strategic Implementation:

In 2022, 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 with the rollout of an Occupational Health Program, that began in 2021 with implementation of a Blood Borne Pathogens program. In 2022, Risk's safety team will focus on implementing Hearing Conservation and Respiratory Protection programs in departments and divisions with exposures. This program breaks down silos within departments to protect all employees with these exposures equally to further reduce resulting injuries.

- Risk Management utilizes its Health and Safety Committee and Vehicle Accident Review Committee (VARC) and will implement a new Safety Ambassador Program to collaborate and disseminate risk mitigation initiatives among departments and divisions based on loss data and pressing safety issues brought by committee members and ambassadors. This effort will encourage Countywide safety culture aimed at decreasing accidents and injuries to employees and the public, thereby reducing County liabilities and increasing fiscal health and sustainability.

- Risk Management actively participates in the Equitable Contracting Workgroup to help identify barriers and implement strategies that increase spend to minority and women-owned business contractors interested partnering with the County. An identified potential barrier is the County's minimum insurance requirements that are set by Risk Management.

- Risk Management partners with our broker and third-party administrator to develop streamlined, consistent, and efficient claims handling processes and to audit those processes, ensuring that the claims experience is positive for our employees. Risk will implement a new intake process so injured employees can immediately connect with a nurse as they report their injury, cutting reporting times and improving employee satisfaction.

- Risk Management will focus on working with departments on identifying exposures, eliminating exposure gaps in the insurance program, including the addition of Workers' Compensation Excess coverage, where fiscally feasible to do so.

- Increases in 2022 total costs caused by industry-wide premium increases for areas such as auto property insurance, airport operations liability insurance, and general property insurance due to catastrophic disasters and the pandemic are partially offset by significant savings in the frequency and severity of workers' compensation claims, service fee reductions with our broker and claims administrator partners, and a lower occupational health budget for ongoing program maintenance.

Strategic Program Area 23: DAS Economic Development / Real Estate Services

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	$1,539,849	$1,159,636	$1,984,638	$1,998,072	$13,434
Revenues	$1,637,661	$1,522,487	$1,887,900	$1,897,400	$9,500
Tax Levy	($97,812)	($362,851)	$96,738	$100,672	$3,934
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
Restore and enhance revenue to pre-pandemic levels	$1,637,661	$1,522,487	$1,500,000	1,800,000

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Complete Real Estate Transactions to create a Center for Forensic Science including space for the Medical Examiner and Office of Emergency Management	Advance Funding	Land sales completed. 6 acres reserved for	Secure State as a co-located partner in the	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	Option Agreements	Sale of Campus Lands Completed	Close Water System and Ancillary Properties	Vacate BHD Buildings

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, Downtown Transit Center 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.

Strategic Implementation:

Through 2021, DAS-ED has advanced in the maturity of lease administration and property disposition. In 2022, DAS-ED will look to strengthen its focus on more traditional economic development initiatives with a specific focus on those that will advance racial equity. 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.

Monitor partnership programs – Small Business Loan Program (MEDC), Near West Side Partners Economic Development Grant program and look to leverage economic support programs made available through federal stimulus packages and other available grants.

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.

Enhance advocacy efforts related to the racial equity goals outlined in the County's strategic plan. Efforts should include a focus on State and regional partners as well as peer Counties, local jurisdictions and those in the private sector.

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	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$611,117	$366,224	$667,838	$664,068	($3,770)
Revenues	$159,319	$29,943	$159,711	$154,511	($5,200)
Tax Levy	$451,798	$336,281	$508,127	$509,557	$1,430
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Wil-O-Way Rentals	116	11	130	130
Sign Language Interpreter Work Orders	98	87	60	60

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Self-Sufficiency Ratio for Wil-O-Way Facilities	91.01%	44.85%	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. In order to create inclusion throughout Milwaukee County we provide transportation to our Summer Camp programs from all areas of Milwaukee County)

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, Weeknight Meetings, Special Events, Etc.)

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

StrategicImplementation:

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	**2019 Actual**	**2020 Actual**	**2021 Budget**	**2022 Budget**	**2022/2021 Variance**
Expenditures	$0	$9,898	$375,000	$468,694	$93,694
Revenues	$0	$0	$0	$95,733	$95,733
Tax Levy	$ 0	$9,898	$375,000	$372,961	($2,039)
FTE Positions	0.0	0.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Number of grant applications submitted within the Grant System of Support (AMOP 11.02)	N/A	N/A	35	45
Amount of grant funds requested through competitive grant proposals	N/A	N/A	$30M	$40M
Number of grant development and implementation AMOPs established	N/A	N/A	4	4
Number of grant writing professional development sessions held for employees	N/A	N/A	1	4
Number of federal reports submitted on use of American Rescue Plan Act State and Local	N/A	N/A	3	5
Develop and maintain a special project and grant writing toolbox	N/A	N/A	1	1

How Well We Do It: Performance Measures				
Performance Measure	**2019 Actual**	**2020 Actual**	**2021 Target**	**2022 Target**
Percent of competitive grant applications awarded	N/A	N/A	30%	35%
Amount of competitive grant funds awarded	N/A	N/A	$9M	$15M
Number of County employees trained and/or accessing toolbox resources	N/A	N/A	20	50

Strategic Overview:

The Grants & Special Projects Division will provide leadership and coordination within Milwaukee County on competitive grant proposal, implementation, and monitoring activities. By deploying intentional systems of support, the division seeks to increase the County's grant writing capacity, contribute to existing grant writing efforts, diversify funding opportunities pursued and maximize the County's competitiveness for funding. The division will also support implementation of grant and special projects to ensure efficacy and impactful outcomes that benefit the function of Milwaukee County. To fulfill this work division staff will create effective systems to:

- research and disseminate discretionary grant opportunities aligned with County priorities
- track county-wide grant application activity
- facilitate the work of grant development teams and decision-making processes
- create a grant writing toolbox and library of resources for County staff
- provide timelines, templates and technical support for grant writing
- control use of DUNs numbers and other organizational identifiers
- provide guidance for the acceptance, launch and implementation of grants and special projects
- manage a central repository of grant proposal files, login credentials and contact information
- support submittal of required program reports requested by funders
- facilitate professional development offerings to build grant writing capacity
- collaborate across county departments and divisions to troubleshoot grant and special projects, and
- support County strategic plan initiatives.

These efforts will position Milwaukee County to 1) be highly competitive in grant contests and 2) maximize the impact and effectiveness of grant funds and special projects. Grants & Special Projects Division efforts and procedures are a fiscal sustainability strategy in support of the County's strategic pillar to Invest in Equity. The division will oversee and project manage the American Rescue Plan Act (ARPA) aid and other pandemic related grant funding received and applied for by Milwaukee County.

The Division was created in July 2020 by County Board File 20-534 and was staffed by April 2021.

Strategic Implementation:

In 2022, the Grants & Special Projects Division will continue to launch and solidify the following functions within Milwaukee County's operating procedures and practices.

- Establish model grant development and implementation systems in Milwaukee County.
- Function A: Track, monitor and report Milwaukee County competitive grant application activity
- Function B: Uphold grant development and application best practices
- Increase the capacity of Milwaukee County departments to compete for grant revenue.
- Function C: Maintain a toolbox of grant resources
- Function D: Facilitate professional development to build staff capacity
- Cultivate grant and special project activity across Milwaukee County in 2021.
- Function E: Conduct grant searches
- Function F: Facilitate and support the work of grant development teams following AMOP 11.02
- Function G: Guide the grant acceptance process
- Function H: Support post-award grant and special project activities and monitoring

The division will also seek regular and ongoing feedback to refine and develop resources that will effectively support the varying needs of County departments and offices. An annual grant writing and implementation needs assessment survey will direct the efforts of division staff to expand the resources and training options offered annually. The table below represents the feedback mechanisms in place that guide division progress.

Level/Focus	Agency/Group	Frequency & Tools
Key Performance indicators (annual Goals)	Fiscal Health Strategy Team	Monthly strategy team meeting, quarterly progress report
County goal and procedural alignment	DAS Leadership	Monthly activity report, weekly one-on-one, DAS L10 meetings
Best practice alignment (grant development)	Cross-departmental advisory team of grant writing professionals	Bi-monthly meeting to discuss current grant happenings and process alignment
Best practice alignment (grant monitoring and special projects)	Cross-departmental advisory team of project implementation professionals	Bi-monthly meeting to discuss current grant activity, common challenges and process alignment
Progress monitoring and support	Grants & Special Projects Division weekly team meeting	Grant intent form database, division dashboard

The 2022 budget provides a 1.0 FTE Director and 3.0 FTE Sr. Analysts in support of grants, pandemic relief, and special projects.

Division Mission:

The Division of Grants & Special Projects will amplify current grant efforts within Milwaukee County and provide targeted grant development support to increase success and ensure grant and special projects move Milwaukee County forward in achieving racial equity and becoming the healthiest county in Wisconsin.