DEPARTMENT OF ADMINISTRATIVE SERVICES (115) BUDGET
Department: **Department of Administrative Services (DAS)**

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

Category	2020 Actual*	2021 Actual*	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures					
Personnel Costs	$17,204,059	$19,074,118	$21,451,703	$22,301,131	$849,428
Operation Costs	$40,716,542	$39,551,588	$41,979,969	$40,621,370	($1,358,599)
Debt & Depreciation	$1,631,920	$12,411,863	$3,475,362	$2,076,989	($1,398,373)
Capital Outlay	$1,416,815	$946,376	$1,638,404	$1,118,172	($520,232)
Interdepartmental. Charges	($2,933,228)	($2,215,517)	($2,148,296)	($2,498,011)	($349,715)
Total Expenditures	**$58,036,108**	**$69,768,428**	**$66,397,142**	**$63,619,651**	**($2,777,491)**
Revenues					
Direct Revenue	$9,454,802	$7,864,947	$11,943,745	$5,885,699	($6,058,046)
Intergovernmental Revenue	$520,384	$578,132	$549,299	$284,000	($265,299)
Indirect Revenue	$4,950,875	$4,596,391	$5,333,742	$5,160,665	($173,077)
Total Revenues	**$14,926,061**	**$13,039,470**	**$17,826,786**	**$11,330,364**	**($6,496,422)**
Tax Levy	**$43,110,047**	**$56,728,958**	**$48,570,356**	**$52,289,287**	**$3,718,931**
Personnel					
Full-Time Pos. (FTE)	248.0	254.0	256.5	264.0	7.5
Seasonal/Hourly/Pool $	$0	$41,241	$105,634	$109,321	$3,687
Overtime $	$316,302	$309,294	$338,298	$297,408	($40,890)

* Actual and budgeted figures as well as positions have been restated to reflect the removal of the Office for Persons with Disabilities; Performance Strategy, and Budget; and Grants Procurement.

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, real estate services, business services, and business development.

In 2022, DAS crafted a new mission and vision statement to better clarify its role and alignment to the Milwaukee County strategic plan.

Mission: We plan, develop, build, and manage the technical, operational, and physical infrastructure of Milwaukee County to deliver great public services.

Vision: A highly engaged workforce provides operational excellence and superior customer service to achieve racial equity.

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:

- The Office of Economic Inclusion (formerly Community Business Development Partners) works to increase overall economic viability for targeted and disadvantaged businesses (TBEs and DBEs) and to track contracting compliance for internal contracts within Milwaukee County.
- Risk Management provides a comprehensive risk management program that minimizes liabilities to the county and ensures the health and safety of employees, residents, and guests utilizing county services and facilities.
- Central Business Office (CBO) serves as the knowledge base and general support for accounting, budgeting and financial analysis for the Department of Administrative Services, Office of Emergency Management, Office of Equity, Department of Human Resources, Office of Strategy, Budget & Performance and Office of the County Executive.
- 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 meet 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 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.

While several DAS Divisions are pursuing organizational improvements and re-alignments, there are no structural changes planned as part of the 2023 Budget.

Strategic Program Area 1: DAS Administration

Service Provision: **Mandated**

How We Do It: Program Budget Summary				
Category	**2020 Actual**	**2021 Actual**	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$587,678	$485,396	$290,110	$115,502	($174,608)
Revenues	$326	$161	$0	$0	$0
Tax Levy	$587,352	$485,235	$290,110	$115,502	($174,608)
FTE Positions	4.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target***
Employee Engagement Mean	3	3.5	4	4.25

Note this is a survey conducted in even numbered years

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
% of DAS Performance Measures Achieved	N/A	N/A	100%	100%

Strategic Overview:

The management team works to guide and hold accountable the nine DAS Divisions to their performance measures and outlines expectations for alignment to the county's strategic plan. Additionally, the management team leads employee engagement efforts throughout DAS to ensure employees are motivated, appreciated and connected to the DAS and County strategic plans.

Strategic Implementation:

No major changes are anticipated in the 2023 DAS management budget. Leadership focus is to ensure DAS is supporting the racial equity priorities of Milwaukee County and the various departments and elected offices.

Department Mission:

The Department of Administrative Services plans, develops, builds, and manages the technical operational, and physical infrastructure of Milwaukee County to deliver great public service.

Department Vision:

A highly engaged workforce provides operational excellence and superior customer service to achieve racial equity.

Strategic Program Area 2: DAS Central Business Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$703,018	$794,834	$739,766	$755,740	$15,974
Revenues	$0	$0	$0	$0	$0
Tax Levy	$703,018	$794,834	$739,766	$755,740	$15,974
FTE Positions	11.0	12.0	10.0	10.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
No. of Departments Supported	5	5	7	7

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Percent of invoices processed timely per Service Level Agreement	93%	92%	94%	94%
Percent of monthly fiscal reporting completed timely	90%	91%	91%	91%

Strategic Overview:

The Central Business Office (CBO) provides centralized financial support for the Department of Administrative Services, Office of Emergency Management, Office of Equity, Department of Human Resources, Office of Strategy, Budget and Performance, and Office of the County Executive. Financial support includes budgeting, accounting and financial analysis. In addition, budget facilitation is administered for Office of Corporation Counsel.

Strategic Implementation:

The Central Business Office will achieve its strategic goals by focusing on ensuring accounting activities are performed in accordance with all applicable statutes, ordinances, rules, policies and generally accepted accounting principles, which allow customer departments to focus on their core mission and business responsibilities.

There are no major changes to this program area.

Strategic Program Area 3: DAS Procurement

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	**2020 Actual**	**2021 Actual**	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$583,783	$765,099	$1,040,383	$1,017,572	($22,811)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$583,783	$765,099	$1,040,383	$1,017,572	($22,811)
FTE Positions	8.0	10.0	11.0	11.0	0.0

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Price agreements – with budget year start date	136	150	160	160
Requisitions processed to purchase order annually	40,837	28,500	30,000	25,000
Sealed public bids	71	60	63	30
Request for Proposals – Procurement administered	25	45	32	32

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Cycle time (requisition to purchase order) – percentage	63%	40%	45%	45%
Sealed bid responses (average responses/bid)	5.73	4.5	2.45	5.0
MarketPlace Central[1] Use – Unique Users/ Month Peak	200	120	150	N/A

1 Due to the ERP conversion, 2022 activity reporting and performance measures reflect the period from July 1, 2021, to June 30, 2022.

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 departments regarding public procurement and contracting. In addition, the division is responsible for maintaining ethical standards to ensure fair and open procurements.

Strategic Implementation:

Procurement continues to manage the transition to Infor for 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 the ERP contracting module will be critical for ERP's success by enabling approvals, tracking, and associated payments made under contracts. Piloting efforts are underway to capture baseline contracting efforts, including annual spend to develop a "best in class" standard that will more efficiently depict operational and performance statistics to provide cost-savings insights.

Procurement strives 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.

The 2023 budget includes an abolish create for a Buyer 2 position to an unfunded Purchasing Analyst to create opportunities for cross-training and establish a professional development hierarchy to either a Contract Manager or Buyer role. Additionally, one (1) FTE Purchasing Manager position is created to further support reorganization within the department for career advancement opportunities.

Additionally, Procurement will continue implementation of Chapter 42 Targeted Business Enterprise (TBE) strategies, in partnership with the Office of Economic Inclusion, to identify and increase participation in contracting opportunities for TBE businesses, inclusive of new authority for TBE set asides.

Strategic Program Area 4: Office of Economic Inclusion

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2020 Actual**	**2021 Actual**	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$345,789	$470,373	$561,714	$585,826	$24,112
Revenues	$0	$0	$0	$0	$0
Tax Levy	$345,789	$470,373	$561,714	$585,826	$24,112
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Total number of DBE firms certified	584[1]	600	625	640
Committed contract value to disadvantaged & targeted businesses	28.6%[2]	25%	30%	30%

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Total number of DBE firms newly certified	20	36	40	18

1 Represents the anticipated number of firms certified by Milwaukee County only. Prior year 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 measure.

Strategic Overview:

The Office of Economic Inclusion (OEI) is responsible for, 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.

OEI was previously known as Community Business Development Partners. The name change to the Office of Economic Inclusion more accurately describes of the work being performed and is an important step in the process of rebranding the division and giving fresh perspective to the work being done.

The Office of Economic Inclusion is responsible for the certification of socially and economically disadvantaged individual's businesses under the DBE program. In addition, the division is responsible for the monitoring of contracts to ensure DBE and TBE participation goals for professional services, construction, commodities and others, are in compliance.

The 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 division promotes utilization of small businesses through community outreach efforts and participates in small business development and technical assistance initiatives, and participates in small business seminars on effective business operations and contracting practices with 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, an operational approach has been created to meet the demands of both Milwaukee County departments and Disadvantaged/Targeted businesses. The division consists of 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.

This office is looking forward to expanding its efforts in overall outreach and communication to certified and non-certified firms regarding contract opportunities with Milwaukee County and will work to increase the number of certified firms through collaboration with local business organizations and ethnic chambers. The Office of Economic Inclusion will maintain an active role in the overall equitable contracting discussion for Milwaukee County, while continually seeking and identifying opportunities the division believes will lead to county departments increasing overall spend with minority and woman-owned businesses in both the Disadvantaged Business Enterprise Program (DBE) and Targeted Business Enterprise Program (TBE). By further establishing benchmark and baseline data, the office will assist departments in developing an overall departmental participation plan in reviewing and recommending participation goals on a project-by-project basis. The division will partner with Milwaukee Mitchell International Airport to work towards maintaining current Airport Concessions Disadvantaged Business Enterprise (ACDBE) firms doing business at the airport, while also working to increase ACDBE activity in both car rental non-car rental concessions.

Strategic Program Area 5: IMSD Project Management

Service Provision: **Administrative**

How We Do It: Program Budget Summary				
Category	**2020* Actual**	**2021* Actual**	**2022* Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$635,678	$1,012,182	$420,785	$660,580	$239,795
Revenues	$0	$0	$0	$0	$0
Tax Levy	$635,678	$1,012,182	$420,785	$660,580	$239,795
FTE Positions	17.0	18.0	4.5	6.0	1.5

* With the 2022 budget, Business Solutions personnel moved to Strategic Program Area 6 – IT Governance and Business Solutions.

What We Do with It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
# of new IT projects requested	54	N/A*	N/A*	N/A*
# of IT projects managed	35	53	N/A*	N/A*

* Metric adjusted or discontinued due to organizational split into two different strategic program areas.

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
% of projects completed per approved schedule*	91%	89%	85%	85%
Project Manager: contractor ratio – # of contractors (C) vs. county workforce (FTE) ratio	70% C 28: FTE 12	58% C 17: FTE 12	N/A***	N/A***
IT Maturity Score	2	2+	N/A**	N/A**
Project business satisfaction and importance	N/A**	68%	70%	72%
Project business satisfaction and importance – benchmark to industry average	N/A**	-2%	0%	+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 IT Maturity scores discontinued in 2022 due to reprioritizing budget needs. New performance measures are from Info-Tech's CIO Vision Survey across county departments.

*** Metric adjusted or discontinued due to organizational split into two different strategic program areas.

Strategic Overview:

The IMSD Project Management strategic program area is responsible for portfolio and project management of countywide Information Technology projects. This strategic program area provides the framework and expertise to manage IT projects, initiatives, and other duties. Team goals include:

- Improving the speed and value of Milwaukee County technologies made through stable and well-ordered project methods.
- Providing project management leadership, standards, repeatable processes, and best practice methods.
- Promoting delivery of quality products, closing projects on time and within budget, and delivering objectives identified during project initiation.

Strategic Implementation:

The IMSD Project Management Office will continue to manage the portfolio of Information Technology projects. During 2022, key projects and initiatives included:

- Stabilization and productivity improvements of the Enterprise Resource Planning (ERP) program to integrate financial, procurement, and expense management software.
- Implementation of budget replacement software.
- Digitization of process improvements supporting Department of Health and Human Services and the No Wrong Door initiative.
- Automation of Computer Aided Dispatch emergency dispatch for Milwaukee County and its municipalities.
- Compliance with E911 laws necessitating more stringent location information within county facilities for emergency calls placed.
- Remediation of ongoing security and audit vulnerabilities.
- Improve business intelligence reporting capabilities.

When capacity allows, the team works to train non-IMSD county employees on project management principles and modern technology.

The 2023 budget includes the conversion of a part-time project manager to full-time and the addition of one (1) FTE infrastructure project manager position to allow for a contractor currently being funded by a capital project to be converted to an FTE.

The Business Solutions team was moved into strategic program area 6 and out of this strategic program area in 2022.

Strategic Program Area 6: IT Governance and Business Solutions (IMSD)

Service Provision: Administration

How We Do It: Program Budget Summary					
Category	2020* Actual	2021* Actual	2022* Budget	2023 Budget	2023/2022 Variance
Expenditures	$667,265	$711,276	$1,550,536	$1,508,697	($41,839)
Revenues	$102	$547	$500	$500	$0
Tax Levy	$667,163	$710,729	$1,550,036	$1,508,197	($41,839)
FTE Positions	29.0	31.0	14.0	14.0	0.0

.*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA.

With the 2022 budget, Business Solutions personnel were moved to Strategic Program Area 6 – IT Governance and Business Solutions.

What We Do with It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# of IT contracts managed	170	172	197	210
# of IT contracts negotiated	117	70	125	135

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
% of IMSD negotiated IT contracts conformance to county contract standards and ordinances	100%	100%	100%	100%
IT maturity score**	2*	2+*	N/A**	N/A**
IT satisfaction**	N/A**	72%	75%	80%
IT satisfaction – benchmark to industry average**	N/A**	-4%	0%	+2%
IT value**	N/A**	72%	75%	80%
IT value – benchmark to industry average**	N/A**	-3%	0%	+2%

** Gartner IT Maturity scores discontinued in 2022 due to reprioritizing budget needs. New performance measures are from Info-Tech's CIO Vision Survey across county departments.

Strategic Overview:

The IT Governance and Business Solutions Strategic Program Area is responsible for the oversight of Information Technology administrative and strategic functions and working directly with departments and outside agencies to:

- Align technology solutions to departmental strategies and develop an enterprise roadmap.
- Drive value within client departments and empower them to improve business operations.

The Governance administrative and strategic functions include:

- Office of the Chief Information Officer (CIO), IT strategy, and IT organizational design.
- IT financial management.
- IT contract and vendor management.
- IT processes, performance management, and quality assurance.
- Employee development, engagement, standards, and metrics.
- Internal and open records requests.

The Business Solutions Team is led by the IT Business Relationship Manager who manages a team of Business Analysts assigned to each county department. In addition to aligning technology solutions with departmental strategies, the Business Solutions Team is responsible for management of Strategic Program Area 15 – Technology Purchase Management.

Strategic Implementation:

- The IT Governance and Business Solutions Team will continue to lead the IT maturity and digital transformation initiatives to optimize IMSD's and client departments' business and technical processes leading to consistent, efficient, quality, and value-driven IT services.
- The Governance Team will continue to work with the Office of Corporation Counsel, Risk Management, Business Opportunity Center, 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 comply with county standards and ordinances while also reducing contract costs, increasing business value, and mitigating risks.
- The Business Solutions Team will continue to collaborate with county departments and external partners on IT strategy and digital transformation. This team supports IMSD's goal of becoming a trusted business partner by driving cost effective solutions that are in alignment with daily departmental operating needs and future growth. In 2022 and into 2023, the Business Solutions Team will coordinate client departments and a selected consulting firm to identify digital transformation opportunities for reserved ARPA funds.

Strategic Program Area 7: Business Applications (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2020* Actual**	**2021* Actual**	**2022* Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$1,383,634	$11,801,911	$2,264,555	$3,138,721	$874,166
Revenues	$0	$0	$0	$108,000	$108,000
Tax Levy	$1,383,634	$11,801,911	$2,264,555	$3,030,721	$766,166
FTE Positions	29.0	31.0	33.0	31.0	(2.0)

.*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA.

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Number of service hours performed (project and support)	58,967 hours	70,495 hours	73,704 hours	87,648 hours
Applications supported	480	475	470	467
New documents managed – (electronic content management)	505,800	757,363	467,558	510,000

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Tier III (application-related) support tickets received and addressed	4,213	4,023	4,122	4,300
Applications Development Team service hours - percentage of project vs support time by employees and contractors	43% project / 57% support	46% project / 54% support	48% project / 52% support	52% project / 48% support
Applications Development Team service hours - percentage of project vs support time by employees only	28% project / 72% support	26% project / 74% support	51% project / 49% support	51% project / 49% support
Application contractor ratio – # of contractors (C) versus county workforce (FTE) ratio (filled FTEs only)	35% FTE 26: C 14	27% FTE 27: C 10	22% FTE 29: C 8	17% FTE 30: C 6
Business Applications scorecard - InfoTech	71%	72%	73%	75%

Strategic Overview:

The Business Applications Strategic Program Area is responsible for the lifecycle management (governance, development, and maintenance) of multi-platform countywide and departmental 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.

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

Significant technology enhancements and program deployments were accomplished in 2022. The first is the implementation of the Department of Health and Human Services (DHHS) No Wrong Door strategy initiative which includes an application suite of solutions that will be first adopted by Behavioral Health Services (BHS), which is a division of DHHS, in 2022 and then by other DHHS divisions throughout 2023 and 2024. These strategies will create real change by developing an integrated service model that orchestrates care for its program participants while providing a welcoming, friendly, trusted, trauma-informed environment. The strategies address social determinants of health and improve community health outcomes as policy and practice are infused with the understanding of racial and health equity.

Secondly, neighboring public safety agencies share borders, but many do not share real-time incident information or first responder details across borders. Disparate CAD systems (computer aid dispatch) lack easy, instant ways to connect and share resources. CAD2CAD is an interoperable, cross-jurisdictional tool that connects public safety agencies. This results in a cohesive understanding of critical situations as they unfold, with more lives and property saved. A 911 dispatch center, sometimes called public safety answering point (PSAP), is a call center where emergency/non-emergency calls (like police, fire, and ambulance) initiated by any mobile or landline subscriber are answered. Milwaukee County's 911 dispatch center (PSAP) is now connected to twelve other municipalities' 911 dispatch centers (PSAPs). This new program Fusion Portal, allows bi-directional communication between all 911 dispatch centers within Milwaukee County allowing each PSAP to locate, share and request resources during emergencies.

1.0 FTE unfunded Business Intelligence Analyst II performs a variety of data project-oriented tasks to support the information needs of the Department of Health and Human Services (DHHS). This position is responsible for all phases of reporting, decision support, and data analysis activities including report design, measure development, data collection, summarization, and validation. The Business Intelligence Analyst I-III is proficient with analytical and reporting tools, database development, ETL processes, query languages, and database and spreadsheet tools.

Strategic Implementation:

The Business Applications 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.
- Discontinue the use of the Gartner IT Maturity assessment score cards due to the need to redirect funding to higher priority technology needs. The Gartner IT Maturity assessment has been used in previous years to measure IT's ability to serve departments and to assist in improving how IMSD delivers services.
- Use InfoTech's IT satisfaction score card to ascertain the level of satisfaction and value IMSD delivers to Milwaukee County departments. Use of this score card will drive application decision making to improve overall metrics.
- 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 3 of the Infor Cloud Suite to support financial, procurement, human resource, payroll, budget, and expense management.
- Support, maintain and optimize all applications enabling Milwaukee County operations.
- Provide support and expertise for maintaining and governing 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.
- Support the integration efforts of DHHS through provisioning software solutions that support the No Wrong Door initiative
- The 2023 budget includes the transfer of four (4) FTEs to strategic program area 8 – Enterprise Data Services and the addition of two (2) new Application Developer positions for ERP.

Strategic Program Area 8: Enterprise Data Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary				
Category	***2020 Actual**	***2021 Actual**	***2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$0	$0	$0	$434,788	$434,788
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$434,788	$434,788
FTE Positions	0.0	0.0	0.0	4.0	4.0

.*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA. No budget data exists for 2020, 2021 or 2022 as this SPA was part of SPA 7 – Business Applications.*

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Number of service hours performed (project and support)	13,434	12,554	13,944	13,944
New PowerBI workspace (data subject areas)	2	8	5	7

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Support tickets received and addressed	55	31	41	45
Service hours - percentage of project vs. support time by employees and contractors	88% project / 12% support	88% project / 12% support	80% project / 20% support	80% project / 20% support
Application contractor ratio – # of contractors (C) versus county workforce (FTE) ratio	0% FTE 3: C 4	0% FTE 4: C 3	0% FTE 4: C 3	0% FTE 4: C 0
New PowerBI reports	17	94	50	75
Data Quality Scorecard – InfoTech	74%	72%	74%	76%
Analytical capability & reports scorecard – InfoTech	68%	66%	68%	69%

Strategic Overview:

The Enterprise Data Services Strategic Program Area is responsible for the data management and analytics services, which encompasses:

- data governance.
- data architecture management.
- enterprise data integration.
- data strategic planning.
- data quality management.
- metadata management.
- business intelligence and analytics.

To achieve Milwaukee County's objective to be the healthiest county in Wisconsin by achieving racial equity, this area has been a driving force for success by providing the technical and data expertise in collecting and cleansing data and making that data available for performance measurement analysis.

The Enterprise Data Services Strategic Program Area provides data expertise for Milwaukee County. This group also researches how artificial intelligence and machine learning can be used to enhance county operations.

The group provides support for departments by providing reporting, dashboarding and data expertise and work with each department individually to create a workspace as an environment for collaboration and sharing of data from subject areas such as emergency management, payroll, procurement, public safety, departmental operations status, fiscal, and county strategy. These workspaces provide the ability to link department specific data to enterprise data to deliver historical reporting, proactive decision making, and future opportunities.

In 2022, Enterprise Data Services, in conjunction with Milwaukee County departments, developed a business-oriented data strategy. Milwaukee County's data strategy was created by defining Milwaukee County's data capabilities by:

- Gathering feedback from key stakeholders and participants and identifying prevalent related pains, challenges, frustrations, risks and opportunities.
- Formulated a vision and mission for data.
- Planning for a desired target state taking into consideration other organization wide strategic priorities and projects, analyzing the gaps, and formulating the desired target state.

This team created the vision "Empower effective decision-making with timely and credible data". The developed mission is "Establish trusted data sources with defined ownership in an integrated and accessible framework through a culture of interdepartmental collaboration".

In support of the Open Data initiative, the County strategy dashboard was created on the public website. The goal is to be transparent on progress toward the ambitious vision of achieving racial equity and driving change to become the healthiest county in Wisconsin, which led to the creation of the strategy dashboard. The strategy dashboard is a performance management tool to hold Milwaukee County accountable for achieving its vision. It showcases metrics the county is seeking to improve as these metrics are essential to measuring the health of Milwaukee County. Workforce, overdose, and Medical Examiner data are current published dashboards. Housing, departmental outputs, and services offered are planned.

Strategic Implementation:

The Enterprise Data Services Strategic Program Area will:

- Continue to maintain the current interfaces, data processes, dashboards, and reports for production.
- Increase development and support capacity by improving administrative processes, implementing proven frameworks and best practices in delivering data analytics and data warehousing services.
- Discontinue the use of the Gartner IT Maturity assessment scorecards due to the need to redirect funding to higher priority technology needs. The Gartner IT Maturity assessment has been used in previous years to measure IT ability to serve departments and to assist in improving how IMSD delivers services.
- Use InfoTech's IT Satisfaction scorecard to ascertain the level of satisfaction and value IMSD delivers to county departments through the use of scorecard driven data analytics decision making to improve overall metrics.
- Make organizational adjustments where needed to maximize support of Milwaukee County's Enterprise Data Services technology footprint.
- 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. IMSD embraces Esri ArcGIS to provide multiple presentation software to adapt to the unique needs of each Milwaukee County department/division. The result is self-service data analytics, trusted data, and enhanced data analysis capabilities for Milwaukee County.
- Provide enterprise data management, data archiving, master data management, data architecture, and professional data analytical technical services.
- Continue to develop PowerBI workspaces to support sharing of departmental reports or content with a group of users. Workspace is the place to collaborate with team members and end-users to create a collection of dashboards, reports, and data insights. The workspace is a shared data environment by having a group of people in the same space.

The 2023 budget includes the transfer in of four (4) FTES from strategic program area 7 – Business Applications.

Strategic Program Area 9: Data Center Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$4,473,114	$4,775,388	$5,954,899	$4,445,378.	($1,509,521)
Revenues	$0	$0	$0	$0.0	$0
Tax Levy	$4,473,114	$4,775,388	$5,954,899	$4,445,378	($1,509,521)
FTE Positions	10.0	12.0	6.0	6.0	0.0

Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA.

What We Do: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of servers in operation	308	284	295	295
Amount of server infrastructures virtualized	91.5%	92.32%	92.13%	95%
Physical server infrastructure	26	22	23	20
Servers managed in the county	89	67	55	50
Servers managed by private cloud vendor	219	216	240	245
Total number of terabytes of data in all environments	N/A	N/A	200TB	225TB

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Server patching compliance including antivirus	96%	99%	99%	99%
Workstation patching compliance including antivirus	89%	93%	95%	95%
Web services availability	98%	100%	100%	100%
Datacenter uptime	99.9%	100%	100%	100%
Backup success	90%	99.9%	99.9%	99.9%
Office 365 uptime	99.9%	99.9%	99.9%	99.9%

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. The primary focus areas include:

- Administration, maintenance, and support of county servers, storage, and backup infrastructure.
- Management of the 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 the county's private hosted cloud vendor.
- Provision and maintenance of core infrastructure hardware/software.
- Oversight of backup and disaster recovery programs within the county.
- Management and responsibility for Office 365 cloud environment for email, Microsoft Office products, SharePoint, and OneDrive.

Strategic Implementation:

In 2023, the Data Center Services Program Strategic Program Area will continue to strive to become a sustainable IT services organization through maturity and continuous improvement to include:

- 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.
- Governance of asset management for servers in the production, test and development environments to include endpoint protection, hard drive encryption, vulnerability management, log management and backups.
- Continued reduction of server infrastructure in the county's on-premises data centers.
- Continuous improvement of server operations including the processes related to standing up new servers, management, and maintenance of production servers, and the decommissioning of servers no longer needed.

Expenditures are lower than the 2022 budget due to a reduction in budgeted depreciation.

Strategic Program Area 10: Network and Telecom Services (IMSD)

Service Provision: Administration

How We Do It: Program Budget Summary					
Category	**2020* Actual**	**2021* Actual**	**2022 *Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$1,876,834	$2,053,588	$1,869,546	$2,115,657	$246,111
Revenues	$128,354	$54,608	$45,699	$0	($45,699)
Tax Levy	$1,748,480	$1,998,980	$1,823,847	$2,115,657	$291,810
FTE Positions	8.0	9.0	6.0	7.0	1.0

*Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA

What We Do: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Number of switches maintained	431	445	450	455
Switch port utilization	48%	47%	45%	45%
Number of routers maintained	205	205	189	195
Number of firewalls maintained	4	4	4	4
Number of wireless access points	445	475	490	525
Number of phones	6325	4854	5318	5200
Number of call managers	10	4	4	4
Number of voicemail servers	2	1	1	1

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Firewall uptime	100%	100%	100%	100%
Router uptime	100%	99.9%	100%	100%
Switch uptime	98%	99.9%	99.9%	99.9%
Network core uptime	100%	100%	100%	100%

Strategic Overview:

The Network and Telecom Services Program Area provides research, acquisition, installation, maintenance, and support services for the county-wide network and telecom infrastructure including routers, switches, access points, firewalls, phone systems and phones. The primary focus areas include:

- Control and oversight of the architecture, design, planning, configuration, and provisioning of the county's wide-area network to/from the county's private hosted cloud vendor.
- Provision and maintenance of core network infrastructure hardware/software.
- Administration of the county's voice and telephonic communications systems.
- Manage vendors that provide cabling, hardware, software, and technical support for the 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 2023, the Network and Telecom Services Strategic Program Area will continue to strive to become a sustainable IT services organization through maturity and continuous improvement.

Another key component of the goal for the Network and Telecom Services Team is to build out a robust wired and wireless network. Covid-19 has moved the county workforce to adopt more of a mobile platform like laptops and tablets. The additional laptops require a robust wireless network so employees can have a user experience throughout the county just as they do while at their desks.

Some of the accomplishments and future goals for the Network and Telecomm Services team include:

- The phone system Voice over Internet Protocol (VOIP) technology and project completed in early 2022. This initiative drastically reduced the county's risk of telephone system failure, enabled 'work from anywhere' functionality for departments, and improved 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. Moving forward, the telecom team will look to make improvements to the phone system operations.
- In 2022, the network team completed the implementation of new network connectivity for the Milwaukee County Sheriffs Office (MCSO) squad cars (~100 cars) and now owns the management of that connectivity moving forward. In 2023, the network team will look to make improvements to that connectivity as new software and hardware versions become available.
- Throughout 2023, IMSD will continue to extend the footprint of the 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.
- Improved wireless accessibility and signal strength in buildings that provide core county operations.

The 2023 Budget includes the addition of one (1) FTE Senior Network Engineer.

Strategic Program Area 11: End User and Device Support Services (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary				
Category	**2020*Actual**	**2021*Actual**	**2022*Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$1,050,124	$1,121,716	$1,005,205	$883,616	($121,589)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,050,124	$1,121,716	$1,005,205	$883,616	($121,589)
FTE Positions	0.0	0.0	9.0	10.0	1.0

Low org structure and SPA changes were made in 2022. Figures represent the new structure and SPA

What We Do: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Service tickets opened	31,656	26,880	27,084	28,000
Number of service desk technicians	3.5	3.5	3.0	3.0
Windows computing devices managed*	3,952	4,074	4,180	3,950
Mobile devices managed**	3,838	4,183	4,100	4,100
Unique end users serviced	4,097	4,065	4,050	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	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
% of service desk tickets resolved within Service Level Agreement (SLA)*	91%	94%	95%	95%
Mean Time to Resolve (Hours)*	31	30	28	28
Number of change tickets implemented	852	1,107	1,100	1,200
% of calls resolved on first contact	39.28%	26.84%	29%	30%

* *- Mean time to resolve (MTTR) is a maintenance metric that measures the average time required to troubleshoot and repair failed equipment. It reflects how quickly an organization can respond to unplanned breakdowns and repair them.*

Strategic Overview:

The End User and Device Support Services Strategic Program Area contributes to the sustainability of the Department of Administrative Services – Information Management Services Division (IMSD) by providing a central point of contact between county technology users 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 2023, the End User and Device Support Services Strategic Program Area will continue to work on improvement 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 better manage the county's computing devices and once managed, the assets can 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, tablets, enterprise devices like servers, networking equipment, backup power devices and printers.
- Continuous improvement of knowledge management and documentation processes. IMSD strives for continuous improvement with its IT Service Management tool, ManageEngine. This tool documents all aspects of an IT operation and guides the every-day operation of the division.
- Continuous improvement of governance of end user devices.
- Continuous improvement of Identity & Access Management (IAM). In 2022, the IAM workgroup was implemented to address issues and improvements to identity management in the county. In 2023, IMSD will continue to evolve that workgroup to provide better oversight and governance of the ~5000 accounts in the county's directory.

The 2023 budget includes the addition of one (1) FTE as a result of a 2022 contractor conversion.

Strategic Program Area 12: Managed Printing (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$319,651	$232,866	$527,064	$360,281	($166,783)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$319,651	$232,866	$527,064	$360,281	($166,783)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# copiers and printers managed	630	619	600	500
Average monthly color prints	260,603	172,793	250,000	200,000
Average monthly black & white prints	1,571,583	910,341	1,000,000	950,000
Average monthly prints*	1,832,186	1,083,134	1,250,000	1,150,000

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
% of page reduction	-45%	-41%	0%	-8%
% of color print reduction	-41%	34%	0%	-20%
Annual program budget	$319,651	$232,866	$527,064	$360,281

*	_A3 device_	_A4 device_
B & W per page	_0.0035_	_0.0075_
Color per page	_0.039_	_0.089_

A3 device - Stand-alone copiers
A4 device - Desktop multi-functional device or printer

Strategic Overview:

The Managed Print Service (MPS) 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.
- Development of formal metric reporting systems with corrective actions.

The impact of Covid 19 has been realized in printing output and the county's costs to print. In 2019, the monthly average number of prints was 2.4M. During Covid 19, that number has been cut in half. The goal of the MPS team is to continue output at the current Covid 19 pace, even with return to office. This can be accomplished by a reduction in the number of printers available and educating department staff on the impacts to the county created by printing. Additionally, in 2022, the MPS Team completed the implementation of secure printing, which requires authentication to retrieve a print job. If a print job is not retrieved in 72 hours, the job will be deleted before it is printed and may contribute to a reduction of print outputs and monthly costs. The 2023 expenditures are reduced in this area to account for changes in printing and to fund other priorities within IMSD.

Strategic Program Area 13: IT Security (IMSD)

Service Provision:　　Administration

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$948,145	$1,075,406	$1,183,342	$980,800	($202,542)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$948,145	$1,075,406	$1,183,342	$980,800	($202,542)
FTE Positions	2.0	3.0	3.0	3.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Number of devices M\monitored for suspicious activity & cyber threats	8,600	9,500	10,000	10,000
Number of cyber security tickets per month	72	46	35	35
% of cyber security tickets resolved	100%	100%	100%	100%
Quarterly average # of vulnerabilities detected	250	200	100	100

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Mean time to resolve security incident tickets	17 hrs.	7 hrs.	5 hrs.	5 hrs.

Strategic Overview:

The Cyber Security 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. 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 for ISMP security decisions and actions that affect county employees and services.
- Engage security and data governance and sponsorship across county departments.
- 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.
- Evolve the security program's vulnerability management capabilities.

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 and education.
- Develop and deliver cyber security training to county employees via Learning Management System (LMS) and IMSD-conducted email phishing and educational campaigns.
- Research, identify and periodically review critical applications for relevancy.
- Incorporate controls from the CIS Top 20 Guidelines for Enterprise Security and Cyber Insurance guidelines and requirements.

The expenditures in this program area are reduced due to a decrease in depreciation.

Strategic Program Area 14: Mainframe (IMSD)

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$1,699,520	$1,181,245	$124,301	$0	($124,301)
Revenues**	$140,600	$110,600	$140,600	$0	($140,600)
Tax Levy	$1,558,920	$1,070,645	($16,299)	$0	$16,299
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do with It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target*	2023 Target*
Mainframe IDs maintained*	213	150	N/A	N/A
Applications on mainframe*	1	1	N/A	N/A

* The Mainframe was decommissioned in 2021 as a part of the Enterprise Resource Planning (ERP) go-live. User metrics after 2021 are not applicable.
** Starting in 2023, revenues previously budgeted in the Mainframe program area are budgeted in Strategic Program Area 7 – Business Applications.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target*	2023 Target*
CJIS Availability*	N/A	N/A	N/A	N/A
Advantage Availability*	99%	99%	N/A	N/A

* The Mainframe was decommissioned in 2021 as a part of the Enterprise Resource Planning (ERP) go-live. Availability metrics after 2021 are not applicable.

Strategic Overview:

The Mainframe was decommissioned in 2021 as a part of the Enterprise Resource Planning (ERP) go-live, and 2022 costs reflect the closeout of the mainframe hosting contract. Starting in 2023, revenues previously budgeted in the mainframe program area are budgeted in Strategic Program Area 7 – Business Applications.

Strategic Implementation:

In 2022, the mainframe retirement, archival of historical data, and contractual obligations were completed.

Strategic Program Area 15: Technology Purchase Management (IMSD)

Service Provision:　　Administration

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$6,256,294	$5,357,418	$6,102,823	$6,166,223	$63,400
Revenues	$0	$0	$0	$0	$0
Tax Levy	$6,256,294	$5,357,418	$6,102,823	$6,166,223	$63,400
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do with It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# of county departments supported	43	43	43	43

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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 the best practice approach of centralizing oversight of the Information Technology (IT) spend demands of various county departments and divisions. This allows the County to:

- Avoid IT efforts outside of IMSD, resulting in duplicated operational activities and spend.
- Optimize costs through leveraging existing IT hardware and software.
- Consolidate and leverage agreements with vendor partners.
- Maximize procurement and sourcing opportunities.
- Focus 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's IT strategy with department business strategy and transparency into the County's IT Technology Purchase Management 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:

Strategic initiatives include:

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

In collaboration with the Office of the County Clerk, the Department of Administrative Services – Information Management Services Division shall provide technological support to strengthen public access to all County meetings and hearings. Funding from Capital Project WY0726 – Milwaukee County Digital Transformation Initiative shall be used to offer translation services, including multilingual captioning services and multilingual meeting notices and agendas. In addition, Milwaukee County leaders have the ability to make appointments to numerous Boards and Commissions at the State and local level. To ensure appointments to these positions are made with an eye towards equity, unallocated funding from Capital Project WY0726 0 Milwaukee County Digital Transformation Initiative is also earmarked to develop a Countywide appointment tracking software. DAS-IMSD and the Office of the County Clerk shall provide a report to the County Board by the April 2023 meeting cycle with a status update, which includes cost estimates and a projected timeline for implementation.

There are no dedicated full-time resources in this program area. Strategic Program Area 5 – IT Governance and Business Solutions manages this program area in conjunction with the Department of Administrative Services' Central Business Office (DAS-CBO).

Strategic Program Area 16: Facilities Management Director's Office

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2020 Actual**	**2021 Actual**	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	($51,019)	($50,465)	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	($51,019)	($50,465)	$0	$0	$0
FTE Positions	1.0	1.0	1.0	1.0	0.0

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
County-wide Building Footprint (gross square feet)	13,067,770	12,441,909	12,456,034	12,456,034
County-wide Building Plant Replacement Value ($)	$2.5B	$2.3B	$2.4B	$2.4B

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
County-wide Facility Condition Index (FCI*)	0.14	0.12	0.13	0.13

* 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 2023 with programs to improve recruitment/retention, leadership development, succession planning, racial equity, and employee engagement. The Director's Office will be

implementing plans to reorganize the Architecture & Engineering, Facilities Planning & Development, and the Operations and Maintenance sections to improve all aspects of project delivery, implement best-in-class preventive maintenance, deliver superior customer service, and establish career ladders that build the bench, increase diversity, and retain institutional knowledge.

The Director's Office expenditures ($180,574) are fully cross charged to other organizational units within the DAS-FMD.

Strategic Program Area 17: Architecture & Engineering

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	**2020 Actual**	**2021 Actual**	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$3,210,824	$3,725,772	$4,034,845	$4,333,895	$299,050
Revenues	$4,500,689	$4,206,559	$4,785,063	$4,625,749	($159,314)
Tax Levy	($1,289,865)	($480,787)	($750,218)	($291,854)	$458,364
FTE Positions	39.0	41.0	41.0	43.0	2.0

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
# of Capital Projects Managed	114 c/o; 60 new*	124 c/o; 29 new*	128 c/o; 50 new*	115 c/o; 25 new*
County Facilities Planning Capital Projects Forwarded	108	56	111	80

* *"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	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Performance Measures that align with and support the County strategy will be included as part of the 2024 Budget Narrative.	TBD	TBD	TBD	TBD

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 subject matter expertise, design standards, advice, planning, and design services for all County departments.
- A new Project Management unit provides design and construction management services for projects including building maintenance, remodeling, improvements, additions, and new construction for all County departments, focused on execution of projects in the Adopted Capital Budget. 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.

- 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 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. It includes the Facilities Condition Assessment Program which 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).
- A new Capital Program Operations team will be established to provide project assistance, contracts and compliance management, document, and workflow management, and reporting to assist the other teams in the execution of capital projects.

Strategic Implementation:

An inflationary economy and continuing robust local construction market have 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 a 36-month window with a focus on superior customer service and engagement. In 2023, A&E will continue to develop alternative means and methods to improve project delivery services. Strategic emphasis will be placed on staff reorganization, supplementation and training, implementing recommendations and ideas developed in 2022. Additionally, A&E will continue to implement and execute projects approved under the American Rescue Plan Act (ARPA), with oversight by the established ARPA Capital Program Management Office.

FTEs increase by 2.0 FTE due to the current year create of a Principal Project Manager and Project Assistant position.

Strategic Program Area 18: Environmental Services

Service Provision: **Administrative**

How We Do It: Program Budget Summary				
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$551,292	$473,906	$690,450	$712,489	$22,039
Revenues	$421,149	$439,186	$436,000	$508,428	$72,428
Tax Levy	$130,143	$34,720	$254,450	$204,061	($50,389)
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
# of Mandated County Environmental Plans and Reports in Compliance	29 Compliance Requirements	23 Compliance Requirements	32 Compliance Requirements	32 Compliance Requirements

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 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 environmental functions for the County's building and infrastructure assets and assists in coordinating county-wide environmental 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 regulated substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). Environmental Services assists departments county-wide to monitor aboveground and underground storage tanks, landfills, indoor 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 2023, this environmental compliance initiative continues.

Strategic Program Area 19: Office of Sustainability

Service Provision: **Administration**

How We Do It: Program Budget Summary					
Category	**2020 Actual**	**2021 Actual**	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$164,418	$143,408	$190,784	$197,055	$6,271
Revenues	$0	$0	$0	$0	$0
Tax Levy	$164,418	$143,408	$190,784	$197,055	$6,271
FTE Positions	2.0	2.0	2.0	2.0	0.0

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Countywide energy use, normalized for weather (million Btu)	949,055	983,304	905,665	893,748
Countywide greenhouse gas emissions (metric tons of CO2e)	TBD	TBD	TBD	TBD

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Countywide energy use reduction vs. 2014 baseline	20%	17%	24%	25%
Countywide greenhouse gas emissions reduction (metric tons of CO2e)	TBD	TBD	TBD	TBD

Strategic Overview:

The Office of Sustainability (OS) supports and leads initiatives to improve Milwaukee County government's operational efficiency and effectiveness, protect and restore natural resources, and enhance racial and health equity. 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.

OS 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 climate goals.

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

Strategic Implementation:

In 2021, Milwaukee County established a policy to achieve carbon-neutral (zero net greenhouse gas emissions) operations by 2050, and OS produced the Framework for Climate Action that outlines the strategic plan to support this policy.

Milwaukee County's vision is that by achieving racial equity, Milwaukee is the healthiest county in Wisconsin. To support this outcome, the County's efforts to achieve carbon neutrality by 2050 must advance equity, justice, and community resilience.

During 2023, OS will coordinate a detailed multi-year planning process to engage the community and identify actions that reduce or offset the County's greenhouse gas emissions. Emphasis will be placed on actions that are driven by co-benefits that advance equity, justice, and resilience. OS will launch a lighting upgrade program that will improve the energy efficiency of County facilities while providing training and job opportunities to unemployed or underemployed community workers. Additionally, OS will continue to oversee the County's building retro-commissioning program and manage Countywide natural gas procurement.

Strategic Program Area 20: Facilities Operations & Maintenance

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	**2020 Actual***	**2021 Actual***	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$16,871,341	$18,255,981	$19,605,515	$19,588,851	($16,664)
Revenues	$4,598,994	$4,633,670	$5,308,810	$1,775,798	($3,533,012)
Tax Levy	$12,272,347	$13,622,311	$14,296,705	$17,813,053	$3,516,348
FTE Positions	84.0	84.0	84.0	84.0	0.0

* Previous years' data is re-stated to reflect the partial transfer of Office for Persons with Disabilities to SPA 20.

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Building Footprint Managed (sq. Feet)	2,295,787	2,300,378	2,295,787	2,323,122
Building Plant Replacement Value	$712,037,541	$683,573,076	$712,037,541	$734,253,457

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual****	**2022 Target****	**2023 Target****
Facilities Operations and Maintenance Cost Per Square Foot	$8.57	$10.55	$10.55	$10.99
FMD-O&M Facility Condition Index (FCI)*	0.07	0.08	0.08	0.11

* To determine FCI for any given set of assets, the total cost of remedying deferred maintenance requirements are 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.)

** For 2023 based on Comptroller guidance for break-even methodology, abatements for depreciation were removed in the cost per sq. ft calculation along with a significant increase in depreciation due to CARES act projects completed in 2020-2021 resulting in a significant increase in the cost per square footage when new calculation was applied.

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, five Senior Centers (McGovern, Clinton Rose, Kelly, Washington, and Wilson) and two Wil-O-Way facilities (Grant and Underwood Parks). 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.

Strategic Implementation:

The strategic focus of the Operations & Maintenance team involves People (training, career ladders, diversity, and organization design), Engagement (creating stronger teamwork, information sharing, and celebration), Performance (understanding what information and metrics drives overall performance and creating action to drive successful outcomes) and the transition from a Reactive Maintenance to a Preventative Maintenance program.

The goal of Facilities is to drive exceptional customer service and facility availability for tenants, providing sufficient resources to 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.

Facilities management of the Will-O-Way facilities at Grant and Underwood Parks transitioned to the Facilities Management Division of DAS in 2022 and will continue to be part of the FMD portfolio of buildings in 2023 and beyond.

The 2023 budget includes a revenue decrease of $3.5 million primarily due to the loss of lease revenue generated from the Marcia P. Coggs Human Service Center and the associated space rental to the State of Wisconsin-Department of Health Services (DHS). The 2023 DHS revenue loss is approximately $3.3 million.

1.0 FTE Security Director is included in the 2023 budget based on recommendations from the recently conducted Facilities Safety Audit. The position will be responsible for the development, implementation and managing of Courthouse Complex security goals, objectives, policies, and priorities in partnership with the Facilities Director. In addition, the position will also focus on training, motivation, evaluation, and development of subordinate employees and to ensure department strategic objectives and priorities are achieved and coordinated with other departments.

An effort will be made to eliminate or significantly reduce the number of cockroaches in the Courthouse Complex through additional extermination efforts. A report shall be provided to the Committee on Community, Environment and Economic Development by the May meeting cycle on these efforts and recommendations to improve the ongoing program to manage the infestation.

Strategic Program Area 21: GIS & Land Information Office

Service Provision: **Mandated**

How We Do It: Program Budget Summary					
Category	**2020 Actual**	**2021 Actual**	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$958,961	$774,613	$941,000	$941,000	$0
Revenues	$1,021,925	$1,207,718	$941,000	$941,000	$0
Tax Levy	($62,964)	($433,105)	$0	$0	$0
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
MCLIO Web Site Visits	76,400,000	83,500,000	85,000,000	85,000,000

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
GIS Project Requests	32 Ad Hoc Projects	33 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 2023 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 LIO will enter into a 2023 contract with the Southeastern Wisconsin Regional Planning Commission (SWRPC) for the purpose of providing professional staff services for county surveyor services during 2023 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 22: Water Distribution System

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$3,303,004	$3,405,051	$4,271,714	$1,600,000	($2,671,714)
Revenues	$2,591,436	$600,833	$4,271,714	$1,626,000	($2,645,714)
Tax Levy	$711,568	$2,804,218	$0	($26,000)	($26,000)
FTE Positions	0.0	0.0	0.0	0.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Cubic Feet of Water Service*	34,828,800	34,110,900	N/A	N/A
Cubic Feet of Sewer Service*	34,828,800	34,110,900	N/A	N/A

* Consumption by volume.

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
None, due to impending sale.				

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. On December 1, 2021, pursuant to approval by the Public Service Commission, Milwaukee County consummated the sale of the SE Quadrant water system to MRMC Water LLC for the water and sewer assets and liabilities located in that Quadrant. At the same time, the sale of the 'North Avenue main' and associated assets and liabilities were sold to the City of Wauwatosa. Milwaukee County retains some water system assets on County grounds, but no longer serves any non-County entities. The costs for operation and maintenance of these remaining assets are held in Strategic Program Area 20: Facilities Operations & Maintenance.

Strategic Implementation:

Because the County no longer provides water services to any non-County customers, the activities in this SPA are limited and reflect no operating costs or utility revenue. The 2023 budget includes only a 'fire protection charge' as according to a legacy agreement with the City of Wauwatosa.

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. 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 $952,032 that is budgeted in Agency 190 (Non-Departmental Revenues), Org 1986 (Fire Charge – Uncollectable).

Strategic Program Area 23: DAS Risk Management

Service Provision: **Administrative**

How We Do It: Program Budget Summary					
Category	**2020 Actual**	**2021 Actual**	**2022 Budget**	**2023 Budget**	**2023/2022 Variance**
Expenditures	$10,337,122	$9,885,160	$11,027,518	$11,213,918	$186,400
Revenues	$0	$0	$0	$0	$0
Tax Levy	$10,337,122	$9,885,160	$11,027,518	$11,213,918	$186,400
FTE Positions	7.0	7.0	7.0	7.0	0.0

What We Do With It: Activity Data				
Activity	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Total hours of documented Risk Management Training	9,090 hours	15,000 hours	15,000 hours	15,000 hours
Total number of employees identified and enrolled in Occupational Health Program	228	1,533	3,242	1,490
Number of contracts reviewed per MCO 56.30(6)(f) indemnity and insurance requirements	1,200	1,300	1,300	1,300
Total tracked incidents and claims administered (including Workers' Compensation and Property and Casualty)	706*	675*	650	650

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

How Well We Do It: Performance Measures				
Performance Measure	**2020 Actual**	**2021 Actual**	**2022 Target**	**2023 Target**
Reduce Frequency and Severity of Workers' Compensation Claims to Reach an Experience Modification Number of 1 or Below.	**1.28	0.95	Below 1.0	Below 1.0

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

Strategic Overview:

Over the last five years, Milwaukee County experienced a significant reduction in the frequency and severity measures of new workers' compensation claims. The reduction 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. Worker Compensation claim 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 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 2023, Risk Management will continue to support and protect departments, employees, and guests using County 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 the implementation of a Blood Borne Pathogens program. In 2023, 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 the 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 a 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 in 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 a broker and third-party administrator to develop streamlined, consistent, and efficient claims handling processes and to audit those processes, ensuring the claims experience is positive for employees. Risk will implement a new intake process so injured employees can immediately connect with a nurse as they report an injury, with the goals of cutting reporting times and improving employee satisfaction.

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

- Increases to the 2022 and 2023 budget are a result of 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. These budgetary increases are partially offset by significant savings in the frequency and severity of workers' compensation claims, service fee reductions with the broker and claims administrator partners, and a lower occupational health budget for ongoing program maintenance.

Strategic Program Area 24: DAS Economic Development / Real Estate Services

Service Provision: **Discretionary**

How We Do It: Program Budget Summary					
Category	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2023/2022 Variance
Expenditures	$1,159,636	$1,316,306	$2,000,287	$1,863,062	($137,225)
Revenues	$1,522,487	$1,785,589	$1,897,400	$1,744,889	($152,511)
Tax Levy	($362,851)	($469,283)	$102,887	$118,173	$15,286
FTE Positions	5.0	5.0	5.0	5.0	0.0

What We Do With It: Activity Data				
Activity	2020 Actual	2021 Actual	2022 Target	2023 Target
Maximize available income from real estate transactions including leasing, land sales, and contracts through collaboration on development projects with other county departments, and external partners including municipalities and developers	$1,522,487	$1,785,589	$1,897,400	$1,744,889

How Well We Do It: Performance Measures				
Performance Measure	2020 Actual	2021 Actual	2022 Target	2023 Target
Sell county-owned properties to retain maximum allowable funds for maintaining, repairing, and returning to market foreclosed properties.	$400,000	$400,000	$400,000	$400,000
Apply for all available Wisconsin Economic Development Corporation grants for pass-through to eligible communities and projects in Milwaukee	Yes	Yes	Yes	Yes
Execute and manage contracts that include Community Benefits Compliance	Yes	Yes	Yes	Yes

Execute and manage leases leveraging county assets, including cell phone towers, parking lots, airspaces, and facilities	$1,122,487	$1,385,589	$1,497,400	$1,344,889
Influence regional economic, workforce, and community development initiatives through board positions, meeting attendance, and project participations.	Yes	Yes	Yes	Yes
Promote and build the Milwaukee County Revolving Loan Fund in partnership with administrator Milwaukee Economic Development Corporation	Yes	Yes	Yes	Yes

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 represents County departments in lease transactions as landlord or tenant; negotiates contracts with customer departments; drafts contracts; and monitors lease agreements. DAS-ED helps lead the County Facilities Planning 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, and 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.

DAS-ED has developed a role in regional coordination between the nineteen municipalities and various economic development efforts within the County, neighboring Counties, and the State, such as workforce development, economic development, transportation, housing, 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:

In 2022, DAS-ED has advanced in the maturity of lease administration and property disposition. In 2023, DAS-ED will 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.
- Prepare, market, and sell Milwaukee properties such as the Fiebranz Bus Garage.
- Coordinate broker listings of foreclosed and other county-owned properties on Multiple Listing Service (MLS).
- 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 will include a focus on state and regional partners as well as peer counties, local jurisdictions, and those in the private sector.
- Remain involved in the following economic development and real estate focused organizations through participation, memberships and/or funding (designated in parentheses):
  - Commercial Association of Realtors – Wisconsin
  - East Wisconsin RR Co. ($25,000)
  - Great Lakes Economic Development Corporation
  - International Economic Development Council
  - MidAmerica Economic Development Council
  - Milwaukee 7/Milwaukee Metropolitan Association of Chambers ($10,000)
  - Milwaukee Workforce Funding Alliance ($10,000)
  - NAIOP (Industrial Developers Association of Wisconsin)
  - Southeastern Wisconsin Regional Planning Commission
  - Urban Economic Development Association
  - Visit Milwaukee ($25,000)
  - Wisconsin Commercial Real Estate for Women (WCREW)
  - Wisconsin Economic Development Association
  - Wisconsin Economic Development Corporation
- Support the County's cultural institutions and act as a liaison between those organizations and other departments within Milwaukee County. Institutions supported include:
  - Historical Society
  - War Memorial Center
  - Villa Terrace/Charles Allis Museums
  - Marcus Center for the Performing Arts
  - Milwaukee Art Museum
  - Federated Library System
  - Fund for the Arts
  - Milwaukee Public Museum