

RESEARCH AND ANALYSIS SECTION – LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2010 Proposed Budget – Common Council/City Clerk's Office

1. The City Clerk's Budget decreases by 4.5% from its 2009 amount. This is due to several factors, including the retirement and resignation of a number of staff members who were replaced with personnel with lower salaries and adjustment of services based on an analysis of previous spending levels. There are also no major computer upgrades. Furthermore, the City Clerk's Office has proposed a number of reductions to meet the budgetary constraints, which include but are not limited to, a one newsletter limit per Council district (\$62,640), elimination of Council File Specialist (\$36,342), 50% reduction in the Council travel fund (\$15,000), and elimination of funding for rental of school buildings for neighborhood meetings (\$13,000). (Page 6)
2. The operating budget of the City Clerk's Office decreases by \$370,414 from \$8,228,642 in the 2009 Budget to \$7,858,228 in the 2010 Proposed Budget, a decrease of 4.5%. (Page 2)
3. In the 2010 Proposed Budget, the number of authorized positions is 112, an increase of 1 position over that authorized in the 2009 Budget. There are currently 2 vacancies in the department: Council File Specialist in the Central Administrative Division and License Coordinator in the License Division. (Pages 2 and 3)
4. The 2010 City Clerk's Office funds 2 positions which provide administrative and staff support to the Historic Preservation Commission. The Common Council passed an ordinance in July 2009, effective fiscal year 2010, shifting such duty from the Department of City Development to the City Clerk's Office. (Page 2)
5. The SPA Economic Development Committee Fund account is funded at \$30,000 in the 2010 Proposed Budget. The amount matches the department's request as well as the amount budgeted for 2009. (Page 4)
6. The 2010 Proposed Budget provides \$10,000 for computer upgrades, which is a decrease of 88.1% from its 2009 level of \$84,000. The department requested \$25,000. These funds will be used for miscellaneous purchases that are required during the year, including replacing failed equipment, minor software upgrades, etc. (Pages 4 and 5)
7. There are no new capital improvement projects scheduled for 2010. (Page 5)
8. The 2010 Proposed Budget estimates that \$6,557,430 will be generated in revenue by the City Clerk's Office. This is a 4.5% increase over the 2009 Budget estimate. The largest source of revenue is the Cable Franchise Fee (\$4,200,000), and is included in Charges in Services, followed by Licenses and Permits (\$2,207,230). (Page 6)
9. The City Clerk's office has employed various strategies for reducing costs while making processes more efficient and accessible to the public. These strategies will be continued into 2010. Included in these are the use of the Legislative Information System, use of the updated Legistar automated e – book creation online, providing license applications online, and use of the License Information System, which will be functional in 2010, etc. (Pages 7-10)

Research & Analysis Section – Legislative Reference Bureau

2009 Proposed Budget Summary: Common Council/City Clerk's Office

Expense Category	2009 Budget	2010 Proposed Budget	2009-2010 Change
Operating Expenditures	\$8,228,642	\$7,858,228	-4.5 %
Capital Improvements	\$350,000	\$0	0%
Revenue	\$6,277,970	\$6,557,430	+4.5%
Special Purpose Accounts	\$515,170	\$542,215	+5.2 %
O&M FTE Positions	90.5	90.3	-0.2 %

Departmental Mission Statement

The City Clerk's Office is responsible for the day-to-day administration of the Common Council's activities and staff, including ensuring the delivery of services to constituents, and is composed of the *Central Administration Division, Legislative Reference Bureau, License Division* and the *Public Information Division*.

Fifteen Common Council members representing 15 districts comprise the Common Council. The Common Council, along with its 8 standing committees, establishes city policy and law, oversees administration of city government, adopts the annual budget and ensures the delivery of services to constituents.

PERSONNEL

Number of Authorized and Funded Positions

Changes in number of positions, 2009 Budget and 2010 Proposed Budget:

	2008 Budget	2009 Proposed	Change
Authorized Positions	111	112	1
O&M Funded Positions	90.5	90.3	-0.2

The Common Council passed File Number 090276 on July 28, 2009, effective fiscal year 2010, shifting administrative and staff support to the Historic Preservation Commission from the Department of City Development to the City Clerk's Office. As a result of this change, 2 positions – Senior Planner and Associate Planner – are included in the City Clerk Office's 2010 budget.

Vacancies

- Council File Specialist, Central Administration Division-Council Records Section (CRS) (Vacant since April 5, 2009). This position has been proposed to be eliminated in the 2010 budget. For several years, the CRS has worked to automate as many of its processes as possible, both to improve delivery of services to its internal and external customers and, wherever possible, to do "more with less". In this case, on-going improvements to the Legistar legislative tracking system, particularly the On-Line Submission system and the growing on-line presence of the business of the Common Council through its Legislative Research Center, have resulted in an ever-decreasing workload for the position of Council File Specialist.

- Nevertheless, the realization that the position would not be filled resulted in a review of the position's responsibilities and, in some cases, either the reallocation or the elimination of some duties. The largest example is in the receipt of claims. CRS staff no longer take claim phone calls or receive those interested in filing claims in the City Clerk's reception area. Those interested in information about filing claims are instead given information sheets by reception personnel. Claims either brought in or mailed in are time-stamped by reception personnel and turned over to CRS staff for processing. In addition, CRS personnel are no longer responsible for delivering claims and other legal materials to the City Attorney's office. This responsibility has been assumed by reception staff.
- License Coordinator, License Division (Vacant since March 1, 2009). The duties of this position are currently being handled by the other License Coordinator, the Assistant Manager, the Manager and License Specialists when appropriate. A request to reclassify the vacant License Coordinator to a License Specialist position has been submitted to the Department of Employee Relations for review.

SPECIAL PURPOSE ACCOUNTS (SPA)

SPAs are budgeted outside of departmental operating accounts, and control over SPAs is provided to departments by resolution. The 2010 Proposed Budget includes funding for 5 SPAs:

	2008 Expenditure	2009 Budget	2010 Proposed	2009-2010 Change
Audit Fund	\$275,800	\$317,000	\$354,000	+11.7%
Board of Ethics	\$27,134	\$31,000	\$32,000	+3.2%
Cable TV Franchise Reg.	0	\$1	0	-100%
Economic Development	\$17,862	\$30,000	\$30,000	0%
Memberships, City	\$145,390	\$137,169	\$126,215	-8.0%
TOTAL	\$466,186	\$515,170	\$542,215	+5.2%

- Audit Fund, \$354,000. This account funds the annual financial audit of the City that assesses the accuracy of the City's financial data, including the private audit of the City's Annual Financial Report (CAFR). This account also provides partial funding for the preparation of the CAFR by a certified public accountant. Component units (RACM, HACM, MEDC and NIDC) pay directly for the cost of their audits as part of the contract. The amount included in the 2010 Proposed Budget matches the department's request, and is 11.7% greater than 2009 (+\$37,000). The amount budgeted in the special purpose account is based on a service contract awarded to KPMG through the City's Request For Proposal procurement process.
- Board of Ethics, \$32,000. This account supports the administration and application of the Ethics Code for the City, and is included within the City Clerk's Office for administrative purposes only. The City Clerk's Office exerts no control over budget development; the Board of Ethics prepares its budget request which is submitted to the Mayor without modification. The proposed expenditures are for salaries, materials and computer maintenance. The amount included in the 2010 Proposed Budget matches the department's request, and is 3.2% greater than the 2009 amount (+\$2,001).

- Cable TV Franchise Reg., \$0

Funding for Cable TV Franchise Regulation and Negotiation is eliminated in the 2010 Budget. This change is due to the State of Wisconsin's enactment of statewide franchising of video service providers. As a result, the City no longer is involved in regulation of this industry, essentially eliminating the need for outside technical consultant services.

- Economic Development, \$30,000. This account, assigned to the Common Council under the purview of the Council's Community and Economic Development Committee, funds activities related to economic development, including but not limited to marketing the City for industrial and commercial development, business attraction and retention, tourism and support of emerging business enterprises (EBEs). Activities typically funded are those not funded by other City departments, and the types of activities funded change annually. Activities funded in 2009 included: attendance at board meetings of the National League of Cities, participation in the annual International Council for Shopping Center national convention (\$5,000) and funding of economic development and job creation activities for the African-American Chamber of Commerce of Greater Milwaukee, Hispanic Chamber of Commerce, Hmong Chamber of Commerce and the Airport Gateway Business Association (\$50,000).

The amount included in the proposed budget matches the department's request.

- Memberships, City, \$126,215. This account provides funding for memberships to various organizations that support the City's lobbying, policy research and professional development programs. The 2010 Proposed Budget allocates \$126,215 for City memberships. The estimated cost for memberships for 2010 include the following:

League of Wisconsin Municipalities	\$53,500
Government Finance Officers Association	\$ 2,000
Sweat Free Consortium	\$ 700
Public Policy Forum	\$ 1,200
Wisconsin Alliance of Cities	\$38,000
National League of Cities	\$25,500
Sister Cities International	\$ 1,715
ICLEI – Local Governments for Sustainability	\$ 3,600
TOTAL	\$126,215

The net change in all of these memberships combined is a decrease of \$10,954.

SPECIAL FUNDS

The 2010 Proposed Budget provides \$32,035, a decrease of \$108,000 from the 2009 Budget of \$140,035. Included in Special Funds are: Expense Fund for the Common Council President; Legislative Expense Fund; Computer System Upgrades; and Aldermanic Travel. Two of the Special Fund accounts, the Expense Fund for the Common Council President and the Legislative Expense Fund, are funded at 2009 levels. Computer System Upgrades are funded at \$10,000, which is \$74,000 less than the 2009 budgeted amount. The department had requested \$25,000. In 2010, Aldermanic Travel is funded at \$15,000, decreasing from the 2009 budgeted amount of \$30,000. The department had requested \$25,000.

The Computer Systems Upgrades account under Special Funds provides \$10,000 in the 2010 Proposed Budget and is \$15,000 less than the department's request. The department initially requested \$25,000.

There are no specific projects or equipment for which these funds are budgeted. They will be used for miscellaneous purchases that are required during the course of the year, including replacing failed equipment, minor software upgrades, etc.

CAPITAL IMPROVEMENTS

There are no new capital improvement projects scheduled for 2010.

License Division Remodelling

The 2009 Budget provided \$350,000 for capital funding for remodelling of the License Division. The remodelling is scheduled to start in October and will be completed by March 2010.

License Information System

The development process of the new License Information System has been ongoing since 2007. Total project costs for the new License Information System were estimated at \$700,000, which included \$175,000 in capital funding from 2006 and \$525,000 from 2007. No funding was provided in the 2008 Budget as all funds were carried over from 2006 and 2007.

In 2007, the License Division worked with a consultant to produce a list of requirements for the new system. Based on these requirements and with the assistance of DOA, a request for proposal was published to deliver and implement a fully functional license management information system. Based on the content of the proposals as well as the new awareness that the Wisconsin Department of Regulation and Licensing was instituting a new information system for the processing of licenses, all of the proposals were rejected.

The License Division felt it could build on the state's program and modify it to its needs. The Common Council approved an intergovernmental cooperation agreement with the Wisconsin Department of Regulation and Licensing on July 1, 2008, relating to the acquisition by the License Division of the state's Integrated Credentialing and Enforcement (ICE) software, at no cost to the City. As of this date, the City Clerk's Office is completing contract negotiations with an outside firm (Stratagem, Inc.) to mold the Licensing Information System from the shape in which it was delivered – without cost – by the state of Wisconsin's Department of Regulation and Licensing into one that will be of use to the License Division.

Stratagem's current proposal would develop these changes over a series of eight "sprints". Each would result in a true deliverable – a functioning, useful software product. Each subsequent sprint would build on the work of the previous sprints. Stratagem will be paid at the conclusion of each sprint, but only upon satisfactory delivery and testing of a completed product.

The plan still calls for the deployment of this system through late 2009 and into 2010.

DEPARTMENTAL REVENUES

The 2010 Proposed Budget estimates that \$6,557,430 will be generated in revenues by the City Clerk's Office. This is a 4.5% increase from the 2009 Budget estimate. The largest source of revenue is generated from the Cable Franchise Fee (\$4,200,000 estimated in 2010), and is included in Charges for Services, followed by Licenses and Permits (\$2,207,230)..

REVENUES	2008 ACTUAL	2009 ADOPTED BUDGET	2010 PROPOSED BUDGET	2009 – 2010 Change
<i>Charges for Services</i>	\$4,405,811	\$4,066,395	\$4,336,200	+6.7%
<i>Licenses and Permits</i>	\$2,285,108	\$2,206,575	\$2,207,230	0%
<i>Miscellaneous</i>	\$-6,180	\$5,000	\$14,000	+180%
TOTAL	\$6,684,739	\$6,277,970	\$6,557,430	+4.5%

MAJOR CHANGES AND ISSUES

The City Clerk Office's budget decreases by 4.5% from its 2009 amount. The decrease is due to several factors, including the retirement and resignation of a number of staff members who were replaced with personnel with lower salaries and adjustment of services based on an analysis of previous spending levels. There are also no major computer upgrades. Furthermore, the City Clerk's Office has proposed a number of reductions to help address the projected imbalance between City revenues and expenditures for 2009. These include:

1. Salary freeze for all personnel, including Council members (\$134,209).
2. Limit of one newsletter per Council district (\$62,640).
3. Elimination of Council File Specialist position (currently vacant) (\$36,362).
4. 50% reduction in the Council travel fund (\$15,000).
5. 60% reduction in computer system upgrade funds.
6. Elimination of funding for rental of school buildings for neighborhood meetings (\$13,000).
7. 6.22% reduction in funds for Auxiliary Legislative Assistants (no coverage would be provided for single-day absences of Legislative Assistants) (\$8,000).
8. 50% reduction in printing of copies of the City Charter and Code of Ordinances for other City departments (\$8,000).
9. 27% reduction in the budget for the purchase of books, maps and magazines for the LRB library (\$5,589)
10. Elimination of Council member subscriptions to the Milwaukee Journal Sentinel (\$2,200).

Furthermore, the Common Council passed File Number 090276 on July 28, 2009, shifting administrative and staff support to the Historic Preservation Commission from the Department of City Development to the City Clerk's Office. As a result of this change, 2 positions – Senior Planner and Associate Planner – are included in the City Clerk Office's 2010 budget.

The staffing of the meetings of the Historic Preservation Commission will shift to the Council Records Section. This includes the preparation of agendas, posting of notices, taking of minutes, and record retention. This staff assignment has already been made and can be absorbed by existing personnel. One advantage of this shift is that the Commission and its records can now be offered to the public via the Legistar legislative tracking software and its on-line component, InSite.

ONGOING STRATEGIES FOR REDUCING COSTS AND IMPROVING EFFICIENCIES

Following are some of the strategies that have been employed by the City Clerk's Office to reduce costs while making processes more efficient and accessible to the public. These strategies will be continued into 2010.

Council Records Section

The Council Records Section seeks to provide the best information it can to both of its internal and external customers while keeping costs low.

Work continues on the Legislative Notification System (LENS). The goal is to provide a method of notifying anyone interested in particular legislation or any legislative topic timely notice of meetings or even alterations to files. When fully developed, the LENS will allow those interested in the "Milwaukee Water Works", for example, to receive an e-mail any time a file with that phrase is entered into the system, amended in the system, or scheduled for a public hearing.

The CRS recently began using the latest version of Legistar's automated e-book creation system. This product has reduced the amount of time it takes to generate committee e-books from hours to minutes. It has also permitted the staff to post e-books on the Internet, directly attached to meeting agendas in the Legislative Research Center.

December 2009 will mark the end of the first full year for the MediaMatch software attached to Legistar that permits anyone with an Internet connection to view video files of entire Common Council and committee meetings or just those portions of interest to them. In addition to being a good public service, it has cut back dramatically on the demand for video cassette dubs of meetings.

Legislative Reference Bureau

The LRB continues to decrease the number of hard copy code and charter supplements it provides to City departments. Paid hard copy supplements have also decreased due to the availability of the code and charter online. As a result, allocations and requests for hard copy prints have decreased: \$25,000 in 2008, \$19,600 in 2009, and \$16,000 requested for 2010. The request for 2010 was adjusted to \$8,000 in the Proposed Budget, given the fiscal challenges facing the City in 2010.

License Division

The License Division continues to work to administer and process license applications more effectively and efficiently. In 2009, all alcohol beverage applications were made available online for customers to download, reducing the wait time for receiving an application by mail. Cross-training of license specialists is ongoing and has allowed for reduced waiting time for customers and more efficient processing of applications. A pilot program for online neighborhood surveys is currently being utilized as a way of providing a cost-effective solution to traditional neighborhood surveys. It will also allow results to be tallied and received in a manner requiring less staff involvement.

The following ordinance changes provided for a reduction in administrative costs. Common Council File 090103 provides that warning letters are only issued to eligible applicants if items listed on police reports occurred in the past 10 years. This has eliminated the need to comply and send letters for applicants whose criminal history is more than a decade old. Additionally, the License Division worked with the Department of Public Works and the City Attorney's Office to review Special Privilege Permit requirements. This collaboration resulted in the elimination of antiquated bond provision for special privilege permittees (Common Council File 081687). This has reduced the staff time needed and administrative costs associated with the follow-up for non-compliance with the bond requirement.

The division continues to review procedures and policies to identify methods of future cost savings and improved efficiency. In 2010, the License Information System will be functional and afford numerous efficiencies not currently available.

Public Information Division

a) The Public Information Division continues to do more postcard mailings for Common Council members instead of first-class letter mailings (postage savings of at least 5 cents per piece, and also savings on letterhead (paper) and envelopes).

Postcards save on postage as well as reduced material costs as compared to a letter with an envelope. The division gets four postcards out of a single 8.5 x 11 sheet of paper. Printing them through Milwaukee Printing & Records saves the considerable cost of sending out to a printer and mail house. First Class Presort is \$0.33 per piece, and standard postcard postage is \$0.28. Some larger postcard mailings cost even less. At minimum, postcards cost \$0.05 less per piece to mail than letters.

Since November 2008, the division has mailed 7,381 postcards (not including license "I Object" postcards). That has saved at least \$369.05 in postage.

The division also did a large postcard mailing in April through DMC (its mail house vendor) that was 10,807 pieces. Postage was \$2,150.59, which breaks down to less than \$0.20 per piece. Had a standard postage letter been used, postage costs would have been more than \$3,500 for this mailing.

b) License surveys – a switch from U.S. mail to online:

The License Division has undertaken a pilot project to conduct online surveys. A cost-saving switch has taken place by – in most instances – using online surveys instead of mailed letters with return postage (BRM-Business Reply Mail) comment cards. Residents do not have to return a BRM postcard (which saves money because the division no longer has to print them or pay for the return postage. Residents are able to go online, enter their unique "PIN" number and comment on a specific new license application or renewal. The License Division is also creating self-mailers to notify residents of the survey, eliminating the cost of envelopes.

c) Online surveys – breaking new ground by creating web-based survey using systems already in place (CMS and E-Notify). Finance and Personnel Committee Chair Ald. Michael Murphy's 'budget ideas from city employees' survey is an example of an innovative, efficient and money-saving way of soliciting input and ideas. The division worked with the Information and Technology Management Division to ensure a confidential response mechanism and automatic copying of responses to a Council member's 'inbox'. Nothing is printed and there are no mailing or other costs (except for staff time) involved.

d) Encouraging Council members to email pdf files of posters and fliers instead of doing large (usually color) expensive print or duplicating jobs.

Color-copying is expensive – at 30 to 50 cents per copy. When Council members have color fliers or posters they need printed, the division is increasingly asking to make the print into a pdf file that can then be email "blasted" or E-Notified to groups, stakeholders and subscribers. This method also allows members to ask groups, organizers and individuals to print out the pdfs on their own printers.

e) Used donated billboard space and time (valued at nearly \$10,000 for 2009) and bus shelter space for in-house "Sparky" Fireworks Task Force ads.

Clear Channel and Lamar Outdoor donated electronic billboard space and time for the public service anti-fireworks ads created in-house at the behest of the Fireworks Task Force. Clear Channel's estimate was \$6,954 for 36,605 spots delivered over a 21-day period, and Lamar had 16,184 total spots delivered over a four-day period (estimated at roughly \$3,000).

f) Increased use of electronic online newsletters and pdf newsletters. One Council member broke new ground this year by choosing to do his primary aldermanic newsletter via the Internet (and email) instead of having it printed and mailed to all residences in the district. This resulted in a savings of approximately \$5,000. The division anticipates more Council members will be choosing to distribute newsletters in this manner and will also try to draw visitors to their web pages to view pdfs of their newsletters.

g) Using Twitter to help distribute Common Council news and to help Council members communicate.

The division is now using Twitter as a free social media resource to help distribute news and information.

h) Using internal staff skills and creativity (photography, photo printing, framing, mattes) to decorate and create gifts.

The division used in-house talent and creativity to decorate room 303 with framed color photographs. A local frame store has given a 50% off discount as they now see the division as a regular customer.

Also, the Irish Fest guests' framed photo gifts, for example, were very inexpensively produced and were very well received. Staff used creative talents to take photos and then also put together presentations in each frame to make them unique.

The cost-savings generated by this in-house work is difficult to quantify, but is likely in excess of \$500 in 2009.

i) The division is now targeted by other departments for help with projects...The division is increasingly handling some web, Channel 25, design, printing, public relations and other requests of other city departments and agencies. This means it is frequently the recipient of outsourcing requests (e.g., Fire and Police Commission brochure and logo design, the tax brochure (Comptroller), Health Department (safe sleeping with infants and swine flu videos), MPL (videos), and other collaborative work between Council members and agencies (NIDC, Dave Weber and TINs as one example). The division is collaborating and fulfilling multiple creative needs, saving the city money by not requiring those agencies to hire outside providers.

j) Utilizing retired professional photographer for Council portrait and paying for prints only (savings of at least \$750).

The framing and matting of the portraits is also being done in-house, saving approximately \$40-\$50 per framed portrait.

k) Cleaning up COMPASS addresses.

The division continues to work with ITMD to help "clean up" the COMPASS address database. It sends returned mail to ITMD so that it can update COMPASS addresses. This cleans the database up for all users. The division also forwards any questionable addresses it gets back from DMC when it cleans aldermanic newsletter mailing lists. At this point there's no way of telling how much this has saved the city in postage or returned postage costs, but to date it is likely in excess of \$1,000.

HISTORICAL INFORMATION

1. The 2006 Budget provided \$175,000 in capital improvements for a License Information System as the first stage to replace the current system in the License Division. The \$175,000 was divided into \$30,000 for a business requirements study to review city departments' utilization and the application process, and \$145,000 for a new system. The 2007 Budget provided the remaining \$525,000 in capital funding. No funding was provided in the 2008 Budget as all funds were carried over from 2006 and 2007. The preliminary cost of the new system was \$700,000.
2. In the 2004 Budget, the number of aldermanic districts was reduced from 17 to 15; 2 Common Council and 2 Aldermanic Legislative Assistant positions were eliminated.
3. In the 2003 Budget, 3 positions of Police Liaison Officer were assigned to the City Clerk's budget when the Fire and Police Commission consolidated with DER. These positions represent the Milwaukee Police Association in its labor negotiations and other issues with the City that were previously included in DER.

Prepared by: Ted Medhin, Ph.D., Research Supervisor
Legislative Reference Bureau
September 28, 2009