FISCAL REVIEW SECTION – LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2005 Proposed Budget - DPW Administrative Services

1. The 2005 Proposed Budget includes the following personnel changes:
   - 1 Network Coordinator Senior
   +1 Telecommunications Analyst-Associate
   +1 Auxiliary Customer Service Representative

   The Network Coordinator Senior title is being changed to Telecommunications Analyst-Associate and an Auxiliary Customer Service Representative position is being added to facilitate the proposed change in the collection of bulky items that is included in the DPW-Operations proposed budget. (Pages 1 and 2)

2. Funding for Professional Services increases from $75,600 to $143,540. The increase reflects the proposed change in the collection of bulky items in the DPW-Operations proposed budget. Because the impact of the proposal on the DPW Call Center is not known, funding is included in the 2005 Proposed Budget for the continued use of temporary personnel in the Call Center. The use of temporary personnel will allow DPW to adjust the Call Center's staffing to reflect changes in call volume. (Page 2)

3. The Department of Public Works' Information Call Center continues to be upgraded. In 2003, the Center received approximately 192,569 calls. (Pages 3 and 4)

4. In 2005, DPW Administrative Services will continue the internal maintenance, support and development of system applications. (Pages 4, 5 and 6)

5. DPW is developing a custom voice mail system. In the fall of 2004, the Rolm telephone system will be replaced with an Avaya system. The cost of the Avaya voice mail solution totaled $190,262 and the annual maintenance costs totaled $22,000. The cost of the system DPW is developing is less than $30,000 for the hardware and software. (Pages 5 and 6)

6. The City's 2005 Proposed Capital Budget includes $626,000 for continuation of the Public Safety Communications project. (Pages 6 & 7)

7. The 2005 total estimated revenue for DPW Administrative Services are $2, 474,000. This is $515,700 more than the 2004 estimate of $1,958,300. (Page 7)

2005 Proposed Budget Summary: DPW Administrative Services Division

Expense Category	2003 Actual	2004 Budget	% Change	2005 Proposed	% Change
Operating	$ 4,645,595	$ 4,553,338	-2%	$ 4,610,376	1%
Capital*	$ 626,000	$ 626,000	0%	$ 625,000	0%
Positions	69	64	-7%	65	2%

* Amount budgeted

The Department of Public Works-Administration Services Division is the directing and coordinating entity for all other Department of Public Works divisions. Programs and activities provided by DPW Administrative Services Division include:

- *Administrative management and coordination*
- *Planning, budgeting, payroll and accounting*
- *Contract Administration*
- *Public Information and special events permits*
- *Personnel Administration*
- *Customer Service through the call center*
- *Inventory Management*
- *Safety Program*
- *Technology Services*

History

1. The Department of Public Works Administrative Services Division was created in 1996 as part of a reorganization of DPW.

2. The employee safety positions were a part of the Worker's Compensation section of DER through 1996. In 1997, the positions were transferred to DPW in order to provide consolidated and "in-house" expertise regarding safety issues specific to DPW operations.

3. The 2001 Budget transferred the responsibility for administration of the City's citation processing/cash management contract from DPW Administrative Services Division to the Parking Fund. This consolidated all of parking operations into the Parking Fund.

2005 Executive Budget Issues & Highlights

PERSONNEL CHANGES

Technology Support Services

- 1 Network Coordinator Senior
+1 Telecommunications Analyst-Associate

This is a title change to reflect the actual duties of the Telecommunications Analyst-Associate. One of the Network Coordinator Senior positions has

always been filled with the Telecommunications Analyst-Associate title. Each position is pay grade 6. There is no financial or operational impact as a result of this title change.

Auxiliary Personnel

+1 Customer Service Representative

The addition of 1 auxiliary Customer Service Representative reflects the proposed change in the collection of bulky items in the DPW-Operations proposed budget. Under the proposal the calls to DPW requesting bulky collections are expected to decrease because most bulky items will be collected with regular garbage collection. If the decrease in the volume of calls is not as high as anticipated, the addition of this auxiliary position will provide DPW with flexibility to add staff to the DPW Call Center.

Vacancies

There are no vacancies in DPW-Administration at this time.

Operating Expenditures

General Office Expense decrease from $65,500 to $44,328. This change reflects a shift in expenses for CDL drug testing from this account to professional services.

Professional Services increases from $75,600 to $143,540. The increase reflects the proposed change in the collection of bulky items in the DPW-Operations proposed budget. Under the proposal, requests for special collections are expected to decrease because most bulky items will be collected with regular garbage collection. Because the impact of the proposal on the DPW Call Center is not known, funding is included in the 2005 Proposed Budget for the continued use of temporary personnel in the Call Center. The use of temporary personnel will allow DPW to adjust the Call Center's staffing to reflect changes in call volume.

Other Operating Supplies increases from $29,000 to $61,400. Shifting the Computer and network supplies to this sub-account from the Information Technology Services line is the reason for the increase.

Information Technology Services decreases from $536,000 to $459,500. The two primary reasons for this decease are a decrease in network maintenance costs and network maintenance costs to be paid for by the enterprise funds (Water, Parking, and Sewer Maintenance). The enterprise funds pay for a proportionate share of network costs. DPW-Administration pays network maintenance costs for general fund departments (DPW, Police, Fire, etc.) Shifting the supply costs to Other Operating Supplies also caused a decrease in this account.

DPW Call Center

Since its inception in November 1998, the Department of Public Works Call Center has handled requests for public services, information, and response to complaints through telephone calls and Internet contacts. The Call Center's number (286-8282), which replaced a number of individual DPW listings, is listed in the SBC White Pages and in numerous DPW and City Clerk informational materials.

- For 2003, the Call Center answered 192,609 calls. The 2003 total represents a 12% increase over 2002 totals and reflects the redirecting of Sanitation District calls to the Call Center.
- Through August of 2004, the Call Center has received approximately 150,000 calls and is projected to receive a total of 237,000 by the end of 2003.
- In 2003, 97% of the calls were answered in 60 seconds
- Requests for Sanitation Services (special pick-ups, cart replacement, etc.) have accounted for approximately 93% of the total calls in 2003. The remaining are calls for forestry, electrical and street maintenance services.

DPW continues to make enhancements to the Call Center data system. In 2004, street lighting service requests were added to the Call Center's data system. The street lighting application offers 16 distinct services to choose from. The Street Maintenance section of the system now has a custom view of pothole patch records. The field crews' printouts now include barcodes that can be scanned when the service request is complete, much like Sanitation's system. In addition, owner name, mailing address and tax-key information is now available in the database.

In 2005, the new telephone switch will be integrated with the Call Center software. When a call comes in, caller-id will retrieve the name and address of the last service request received from that phone number and automatically populates the database, thereby significantly reducing data entry time.

Web based Citizen Service Request Application

Since 2001, citizens can request services via the Internet. A call center interface has been added to this application. To maintain data integrity, a Call Center manager reviews these requests before they are forwarded to the appropriate department for processing.

In 2003 there were 5,613 requests received through the citizen application. Through September of 2003 there have 6,382 requests.

In 2004, street lighting service requests have been made available to the public, through the Internet in the same manner as sanitation, forestry and street maintenance service requests. In addition, service location entry has been changed from free-form textfields to pulldowns. Streets are entered by clicking on the street name, not typing them in. This allows the system to verify that the location is within the city limits at the time of entry. This saves the Call Center staff

3

from manually entering data on the backend, and contacting citizens who entered invalid data.

There are no specific changes planned in 2005 although if there are changes to the special collections operation, it is anticipated that significant modifications would need to be made to the Call Center application. In addition, modifications will be made to keep the public web site in sync with DPW's Call Center application if new fields are added as well as with DPW operational changes.

Other Technology Support Services

- **CityTime**

CityTime will be modified to include Police Department flextime. This enhancement will facilitate the tracking of flextime for MPD personnel covered under the 2001, 2002 and 2003 Milwaukee Police Supervisors' Organization contract. This contract provision requires recording flexible earned time in a uniform manner. Currently, the MPD has no automated means to track this information.

In addition, a panel for tracking employee disciplinary records has been added to CityTime. Currently, this panel is only used by DPW. This automated process supplements paper records so managers can access this information easier. Having disciplinary history available electronically will be best utilized when an employee moves between divisions.

DPW is also adding a panel for managing work force project scheduling that will integrate employee scheduling with CityTime. This will reduce data entry duplication. It is important to note that DPW has requested from the Comptroller's Office the ability to make time card adjustment through the Time Entry system. To date, the Comptroller's Office has not implemented this request.

- **DPW e-Government**

DPW has created a new assessments web site to make frequently requested information readily available to the public. This web site provides information about special assessments for capital paving projects, boardups, encroachments, apartment garbage collection, and weed notices. Title companies frequently call to request this information, which was previously only available from multiple sources. Having this information available via a single database on the Internet reduces the amount of time staff spends processing these requests.

Also, a new interactive web application, http://phone.mpw.net has been created to allow citizens to easily retrieve City employees' phone numbers, or send City employees email via a small web form.

- **DPW Internal Invoice/Accounts Receivable Program**

As modifications have been made to the DPW Invoice/Accounts Receivable program, other City departments have expressed interest in using the program. In 2004, the City Tow Lot began using the program to generate invoices for payment

of towing and storage fees. Currently, DPW is working with the Department of Employee Relations and the Health Department to utilize the program to create external invoices. City agencies already can use the system to generate, send, and process Interdepartmental Requisition Invoices (IRI) electronically. When this change goes into production, any City department will be able to create external invoices. However, it is important to note that the City Comptroller's Office has yet to support this program.

Also, a new customer deposits program has been created to interface with the Invoice/Accounts Receivable program. This program is used to track deposits given to the City by developers for various inspection or construction services that the City provides as part of development projects.

DPW has created a Sanitation Apartment Garbage application that tracks all data regarding property owners, the type and number of containers on the property, collection routes, and account balances. It automatically generates approximately 5,000 account statements per year. Each account statement has a perforated ticket to be sent with payment to the Treasurer's office. Each ticket has a scanline so no data entry is required to record payments. Like other DPW invoices the Treasurer's Office scans the coupon and sends a file to DPW with payment data. This application has created significant efficiencies for both DPW and the Treasurer's Office.

- **DPW Facility Databases & Work Management Systems**

The RoadLife street database has been removed from ITMD's mainframe, and recreated on the Java/Oracle platform. The alley database is now converted to the same Java/Oracle platform, allowing this data to be integrated with other DPW applications.

- **Other DPW Technology Projects**

New Voice Mail /Computer Telephone Integration

In the fall of 2004, the Rolm telephone system will be replaced with an Avaya system. At this time, voice mail services for approximately 1,250 City employees will be replaced with a new voice mail system. DPW is developing a custom voice mail system using Asterisk, an open source telephony application suite. The new system consists of three identical redundant Linux servers running Asterisk, and one common storage server with one terabyte of redundant RAID space for all the voice mail data.

The cost of the Avaya voice mail solution for 5,000 users and 125 unified messaging clients totaled $190,262 and the annual maintenance costs totaled $22,000. The Avaya voice mail system was dependent on Windows 2000 and was not redundant. The Asterisk system costs less than $30,000 for the hardware and software. The only software cost is an enterprise version of RedHat Linux that has support for five years. The open source Asterisk software is free and will allow the City to have an unlimited number of voice mail users. The City will also be able to deploy unified messaging, auto attendant functions, custom interfaces

using text to voice, and a full range of custom IVR applications that could be linked to our existing information stores.

In addition, replacement of the Rolm telephone system will allow telephone conversations to be carried over the COMON (City of Milwaukee Optical Network). Integrating the telephone system with the City data network will also allow existing City programs to take advantage of the new caller ID information. Using Asterisk allows the City to create extensions with Interactive Voice Response (IVR) applications. For example, an IVR application could take information on street light and traffic signal outages cross check the DIME (or property files) file for accuracy, and update the database with the specifics for the field crews.

Capital

Public Safety Communications- $625,000

The plan and execution for fiber has been going on since 1987. Since fiber optic cable is installed in the City's underground conduit system, it is very secure. The fiber design uses police locations as hub points to star to other City sites. Funding has been allocated annually for this project. Major projects are designed to increase system redundancy and to provide diverse routes to critical public safety locations.

For 2004 and 2005, the most critical project is the Marquette Interchange copper and fiber relocation projects. The management and administrative headquarters for the Milwaukee Police and Fire Departments as well as many other municipal functions are located east of I-43 and north of the Marquette Interchange project. There are 34 copper and 4 fiber optic communication cables directly impacted by the Marquette Interchange project. The services impacted by the Marquette Interchange project require the relocation of the fiber optic cables and the copper cables that carry over 2,600 individual circuits. While some of these circuits can experience brief, scheduled outages without serious problems others that impact services like the police radio system require that services be maintained at all times.

In addition to the Marquette Interchange copper and fiber relocation projects, the 2005 Public Safety Communications Program continues to provide connectivity to public safety sites. The 2005 funding for fiber will include the following projects:

- ❑ Continuation of projects involving the Marquette Interchange copper and fiber relocation projects.
- ❑ Provide copper and fiber cabling for the relocated DPW operations at the Tower Automotive site.
- ❑ Provide fiber path diversity from Police District 3 and Police District 6
- ❑ Police District 2 to Port of Milwaukee
- ❑ Diverse Route from Fire Engine 4 to Police District 3
- ❑ Municipal Building Fire Engine 3 to MPD offices at Summerfest
- ❑ Fire Engine 5 to Municipal Building diverse path

The 2004 Budget included $626,000 in capital funding for the Public Safety Communications program In addition to the Marquette Interchange relocation project, projects initiated in 2004 included:

- ❏ The moveable bridge interconnection project
- ❏ Connecting UWM on the east side to the UWM offices at the Plankinton/Grand Avenue
- ❏ N. 84th Street fiber congestion relief route
- ❏ Fiber reroute due to the reconstruction of the railroad bridge on S. 27th Street. (S. 27th Street, W. Oklahoma Avenue to S. 35th Street to W. Burnham Avenue)
- ❏ Canal Street reconstruction S. 6th Street to W. Emmber Lane
- ❏ PAB to MATC (MPTV 10/36)
- ❏ Fire Engine 5 to Central Library
- ❏ Fire Engine 31 to Police District 7 to Fire Engine 24
- ❏ I-43 to Police District 5 (for UWM 10Gb Internet 2)
- ❏ Municipal Building to Fire Engine 3 (diverse route)
- ❏ Municipal Building to Wisconsin Department of Transportation – Traffic Operation Center)

Revenues

The 2005 estimated revenues for DPW Administrative Services total $2,474,000 This is $515,700 more than the 2004 estimate of $1,958,300.

The actual revenue for 2003 of 3,231,419 was $618,619 more than the 2003 estimated revenue. Most of the difference can be attributed to the 2003 actual Central Service Costs Revenue being approximately $784,000 more than the 2003 estimate of $600,000. Central Service Cost Revenue is revenue DPW-Administrative Services receives from the overhead costs that are included in the billings for services DPW provides to other entities. The majority of the revenue is received from the Water Works for repairs to pavement cuts. 2003 had an unusually high number of water main breaks which increased the number of pavement cuts performed. The overhead rate is set by the Comptroller's Office.

Category	2003 Actual	2004 Budget	% Change	2005 Proposed	% Change
Charges for Services	$ 1,822,834	$ 826,500	-55%	$ 1,238,000	50%
Licenses	$ 1,408,585	$ 1,131,800	-20%	$ 1,236,000	9%
Total	$ 3,231,419	$ 1,958,300	-39%	$ 2,474,000	26%