



REPORT

LEGISLATIVE REFERENCE BUREAU

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20. DPW— Administrative Services, 2015

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20. DPW—Administrative Services

\$3,544,819

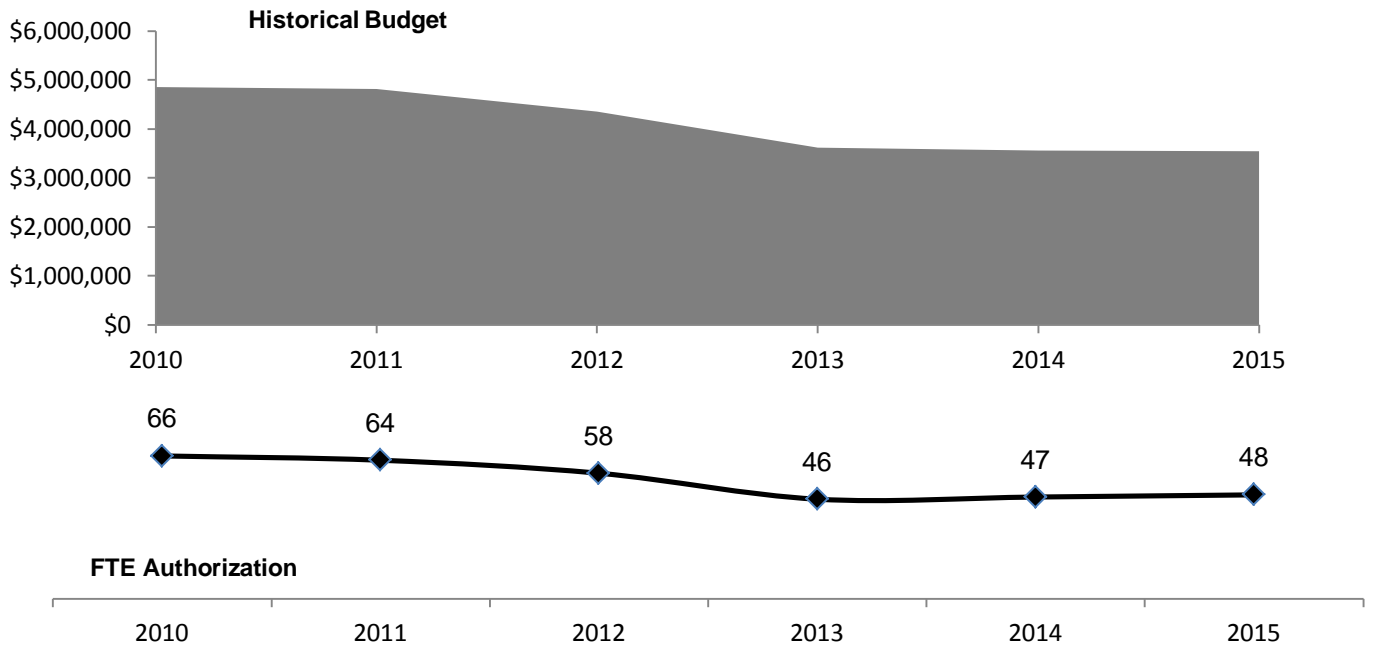
Proposed Department Budget

-\$14,019

Nominal Change in Proposed Department Budget

-0.39%

Percent Change in Proposed Department Budget



2.1%

Percent Change in FTE 2014 to 2015 Proposed

1

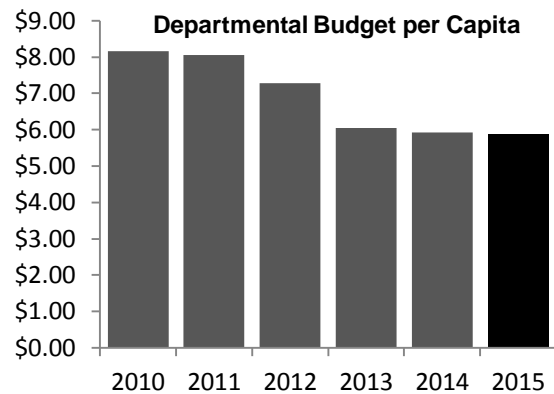
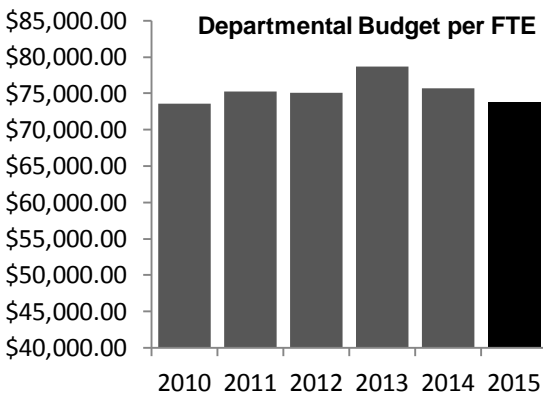
Nominal Change in FTE 2014 to 2015 Proposed

0

Vacant Positions

55%

% Eligible for Retirement within 10 years



3

Consecutive years since the Division has had a budget increase.

37%

Planned increase in transitional job placements DPW-wide from 2014 to 2015.

11.1%

Projected increase in reported injuries across all DPW Divisions from 2013 to 2014.

43.1%

Actual RPP wages paid as a percent of total contracts in 2013. The RPP requirement is 40%.

20%

Reduction in bid preparation and review time using an electronic bid system. The Division still runs a parallel paper system.

\$45,000

Proposed funding for one Business Services Specialist to provide support for the Transitional Jobs Program.

20.6%

Percent of tax levy funding public works, not including enterprise funds.

\$136,300

From 2011 to 2013, the average amount the Division's Actual Budget came in under its Adopted Budget.

30.3%

Actual EBE participation as a percent of total annual contract payments in 2013.

\$280,000

Combined amount in the new Career Pathways and Community Work Partnerships Special Purpose Accounts.

Salaries & Wages	Fringe Benefits	Operations
\$61,895 Proposed change	-\$15,914 Proposed change	-\$32,000 Proposed change
\$2,250,220 Proposed Total	\$1,012,599 Proposed Total	\$280,000 Proposed Total
63.48% % of Total Department Budget	28.57% % of Total Department Budget	7.90% % of Total Department Budget

I. INITIATIVES AND PROGRAMS.

1. Compete Milwaukee.

The 2015 Proposed Budget adds one Business Services Specialist to the Division's Finance and Planning Section to provide reporting and administrative support to DPW's Transitional Work Program. DPW will also fund, through the Community Work Partnership Special Purpose Account, the Transitional Work Program, a component of the Compete Milwaukee Plan and a collaboration with United Migrant Opportunity Services and Milwaukee Area Workforce Investment Board.

In 2015, DPW will also, through a memorandum of understanding, partner with Wisconsin Regional Training Partners/Big Step to assess transitional job participants' skill levels and deficiencies and provide various training opportunities. This partnership will be funded through the Career Pathways Special Purpose Account.

2. DPW Safety.

In 2014, the Division's Safety Section implemented a DPW injury investigation app. The app is designed to collect information for injuries in a consistent manner in an attempt to identify the root causes of injuries. All DPW injuries are now investigated through the app, which has the capability to compile reports, photos and videos. Information from the app is also shared with Workers' Compensation to assist in claim investigations, and DPW has met with DER to determine how the app might be implemented City-wide.

The Division also recently began tracking Sanitation-related injuries. Specifically, beginning January 1, 2014, the Division's Safety Section began to track safety information relating to the type of collection (regular or special pick-up), type of truck (one arm, regular, skid, rear-load, front-load, etc.) and location of collection (alley, street, driveway, parking lot, etc.).

Additional safety initiatives implemented in 2014 include:

- A pilot "Public Works Athlete at Electrical Services" program, whereby employees are taught to work, train, eat and recover like athletes. The Division has also noted that a Doctor of Physical Therapy is available to employees at no charge 4 hours per week.
- A new on-site CDL drug testing program using credentialed vendors.
- A "Safety Blitz" program, involving the spot check of drivers for seat belt usage. As of October 3, the Division has conducted 4 "blitzes" and checked over 400 vehicles.

Through September 26, 2014, DPW has had 694 injuries reported from all DPW Divisions, which would put DPW on pace for approximately 941 total injuries reported in 2014, an increase of approximately 96 (11.4%) from 845 injuries in 2013. Reported injuries specific to Sanitation duties are provided in the DPW Sanitation budget review.

3. Electronic Bidding Program.

In 2013, the Division implemented an electronic bid system. As was the case at the time of the 2014 Proposed Budget, the Division is still running a parallel system (electronic/paper) for redundancy until a smooth transition has been made. The Division has indicated that the

electronic system has reduced bid preparation and review times by 20% because the system will not approve the posting of a bid with mathematical or transposition errors. The Division plans on discontinuing the paper-based system by mid-2015.

4. RPP Tracking & Reporting

In 2013, the Division was working on an in-house RPP software tracking and reporting system and had expected to beta test the completed system in 2014. The Division now notes that it has instead decided to purchase this software, as the in-house system would have had less robust reporting capabilities.

The Residential Preference Program target within DPW – 40% of total labor hours allocated to unemployed or underemployed city residents – was met in 2013 and is projected to be met in 2014.

5. Standardized Work Rules

The Division has implemented standardized work rules across all DPW Divisions. The 2 most significant changes to work rules relate to overtime pay and the use of sick leave. Overtime is now paid under Fair Labor Standards Act rules, which allow overtime pay of 1.5 times base wages for all hours worked in excess of 40 hours in a work week. The Division's new "Sick Leave Control Policy" provides new rules and disciplinary policies for employees with 3 consecutive occurrences of absence or sick leave, among other changes.

II. EXPENDITURES.

Table 20.1. Changes in Expenditure Amounts by Account.

Expenditure Account	2013 Actual	2014 Adopted Budget	% Change	2015 Proposed Budget	% Change
Salaries and Wages	\$2,227,378	\$2,188,325	-1.8%	\$2,250,220	2.8%
Fringe Benefits	\$1,014,913	\$1,028,513	1.3%	\$1,012,599	-1.5%
Operating Expenditures	\$356,553	\$312,000	-12.5%	\$280,000	-10.3%
Equipment Purchases	\$19,121	\$30,000	56.9%	\$2,000	-93.3%
Total Operating Budget	\$3,617,965	\$3,558,838	-1.6%	\$3,544,819	-0.4%

1. Budget Summary.

The Proposed 2015 Budget of \$3,544,819 is down \$14,019, or -0.4% from the 2014 Adopted Budget of \$3,558,838. If adopted as proposed, this would break a streak of 3 consecutive budgets with a total operating budget decrease of greater than 4% over the previous year's adopted budget.

2. Personnel Costs.

Total salary and fringe benefit costs of \$3,262,819 for 2015 are projected to be up \$45,981 (1.4%), from 3,216,838 in the 2014 Adopted Budget. Table 20.2 shows 2015 payroll changes.

Table 20.2. Detailed listing of position and FTE changes in 2015.

Positions	O&M FTEs	Non-O&M FTEs	Position Title	Reason
1	1.00	--	Business Services Specialist	Support for Transitional Jobs Program
	-0.38	-0.10	Various Positions	Miscellaneous adjustments.
1	0.62	-0.10	Total	

3. Operating Expenditures.

Projected overall Operating Expenditures for 2015 of \$280,000 have decreased \$32,000 (-10.3%) from \$312,000 in the 2014 Adopted Budget. The decrease can be mostly attributed a decrease in reimbursements to other departments (-\$20,000) and information technology services (-15,000) from 2014.

4. Equipment Purchases.

Projected Equipment Purchases of \$2,000 for 2015 have decreased \$28,000 (-93.3%) from the 2014 Adopted Budget. The Division anticipates using this money for miscellaneous purchases, such as chairs, in 2015.

For last year's budget, the Division noted that it anticipated purchasing 16 computers at a total cost of \$29,000. An additional \$1,000 was included for additional equipment needs as they came up, such as office furniture or printers. Thus far in 2014, the Division has purchased just 7 computers. Four of these were laptops (including a projector) for Safety Section staff to use for in-field training, 2 were laptops/tablets for the Administrative Services Director and Finance and Planning Manager for out-of-office use, and one was purchased for the Inventory Manager to perform physical inventory counts of all equipment DPW-wide.

5. Special Funds.

None.

III. PERSONNEL.

Capital improvement salary deductions are tracked by payroll and applied when Administrative Services Division employees work on specific capital projects. This is accomplished by charging their time to the specific capital project code in FMIS.

Table 20.3. Changes in Full-Time Equivalent (FTE) and Authorized Positions.

Position Category	2013 Actual	2014 Adopted Budget	Change	2015 Proposed Budget	Change
O&M FTEs	40.05	41.38	1.33	42.00	0.62
Non-O&M FTEs	5.07	4.80	-0.27	4.70	-0.1
Total Authorized Positions	47.00	47.00	0	48.00	1.00

1. Personnel Changes.

Total authorized positions for 2015 are 48, an increase of one position from 2014, a Business Services Specialist. According to the Division, this position will coordinate partnerships, agreements and contracts between DPW and various City departments, government agencies, non-profit organizations and private employers. The position will also:

- Identify, apply for, administer and report on program funding and resources.
- Coordinate recruitment, selection, training, assignment, evaluation and long-term placement of Compete Milwaukee program participants.
- Monitor and prepare reports regarding the activities, participation and placement of participants.

The Business Services Specialist will be filled as an exempt appointment through external recruitment.

Additionally, one Human Resource Analyst – Sr. position is proposed to be reclassified as a Human Resource Representative. The Division's Public Works Personnel and Compliance Manager is also proposed to become an auxiliary position as a result of the former incumbent taking over the duties of the Administrative Services Director. The Public Works Personnel and Compliance Manager will be unfunded in 2015, and the duties of the 2 positions have essentially been combined.

The new Administrative Services Director now oversees the safety, payroll, contracts and financial functions of the Division. In the past, the Administrative Services Director has overseen the Division's IT, parking, Call Center and financial services functions. In the 2015 Proposed Budget, the Division's parking functions have now been aligned with DPW – Operations, and the Call Center and IT functions have been moved to ITMD.

2. Vacancies

None.

IV. SPECIAL PURPOSE ACCOUNTS (SPA).

SPAs are budgeted outside of departmental operating accounts, and control over SPAs is provided to departments by resolution. The 2015 Proposed Budget creates 2 new SPAs in the Division.

Table 20.4. Changes in Special Purpose Accounts by Account.

Account	2013 Actual	2014 Adopted Budget	% Change	2013 Proposed Budget	% Change
Career Pathways	\$0	\$0	--	\$100,000	--
Community Work Partnership	\$0	\$0	--	\$180,000	--

Career Pathways, \$100,000

The 2015 Proposed Budget provides \$100,000 for the Career Pathways SPA. This account will be used to fund work development and skills training for participants in the Transitional Jobs program. DPW supervisors will train and monitor performance and will collaborate with Wisconsin Regional Training Partners to assess participants' skill levels and deficiencies.

Community Work Partnership, \$180,000

The 2015 Proposed Budget provides \$180,000 for the Community Work Partnership SPA. This account will be used to fund 130 transitional job placements within DPW in 2015 through partnerships with Milwaukee Area Workforce Investment Board and United Migrant Opportunity Services.

V. REVENUES.

The 2015 Proposed Budget estimates that \$3,147,500 will be generated in revenues by the Division, a \$1,042,300 (49.5%) increase from the 2014 Adopted Budget estimate. This is mostly due to the addition of conduit rental revenue, which was under ITMD in 2013. A number of other major revenue accounts are also projected to increase. Details are provided in Table 20.5, below.

The Division provides payroll and administrative management services to the enterprise funds of Water Works, Sewer, and Parking. Additional revenue is generated through special use permits for City streets.

Table 20.5. Changes in Revenue by Category.

Revenue Category	2013 Actual	2014 Adopted Budget	Change	2015 Proposed Budget	Change
Use of Streets—Excavation Permit	\$601,000	\$450,000	-25.1%	\$600,000	33.3%
Occupancy—Street Permit	\$563,100	\$450,000	-20.1%	\$550,000	22.2%
Special Events Permit	\$282,900	\$225,000	-20.5%	\$280,000	24.4%
Oversized Loads Permit	\$148,200	\$150,000	1.2%	\$150,000	0.00%
Road Restoration/Special Permit	\$152,200	\$130,000	-14.6%	\$150,000	15.4%
Services to Water—Other	\$176,000	\$175,000	-0.6%	\$230,000	31.4%
Miscellaneous	\$163,100	\$145,000	-11.1%	\$175,000	20.7%
Conduit Rental*	\$851,000	\$0	-100.0%	\$825,000	--
Building and Fleet Services^	\$359,400	\$400,000	11.3%	\$350,000	-12.5%

*Conduit lease revenue moved from DPW to DOA in the 2013 Budget (\$700,000). It was decided mid-year that the Administration Division would continue to bill and collect this amount.

^In 2014, calculated charges for vehicle and drivers costs associated with pavement cut work for water and sewer repairs were applied to the “Dept Central Service Costs” account. The estimated revenues for these charges were \$400,000 and are reflected in the chart above.

VI. CAPITAL PROJECTS.

The 2015 Proposed Budget includes no capital funding for DPW-Admin. The 2014 Budget moved authority for Public Safety Communications from DPW Admin to ITMD. Capital account information can be found in the Department of Administration budget briefing.

1. Currently-Funded Projects.

None.

2. Unfunded Capital Requests.

None.

3. Project Updates.

The 2012 Budget funded the upgrade of the municipal phone system (\$720,000). Support for the system, which was installed in 2005, expired December 31, 2012. The new system upgraded software and back-end hardware and included enhanced functionality such as disaster recovery and daylight savings time adjustments. Individual phones were not replaced. The upgrade did not include the Police or Fire Department because they use a separate system. Expenditures were \$418,150 and \$31,138 in 2012 and 2013, respectively.

4. Future Capital Requests.

None.

VIII. ISSUES TO CONSIDER.

1. Business Engagement.

This year, the Division developed an e-notify advisory to improve its engagement of businesses and residents during street closures. In the past, DPW had a calendar on its website notifying the public of large street projects and activities, but it was unclear if this information was reaching the public. Now, the Public Works Communications Manager sends out media advisories using e-notify for large projects when they begin and during additional phases.

2. Non-Assessed Street Project Notification.

During the 2014 Budget hearings, the Finance and Personnel Committee requested that the Division ensure residents are being properly notified of non-assessed street projects. Specifically, the Division was asked to better enforce contractors' notification requirements. The Division notes that DPW verifies that contractors send initial announcements to properties and retain copies. Because contractors send announcements at the time they are awarded projects, they can come weeks or months prior to project start times. The Division notes that closer to project start times, it sends another notification to owners of adjacent properties.

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