
Department of Administration

2016 Budget Overview

Finance & Personnel Committee

October 8th, 2015

Community Goals and Objectives

Goals:

1. Build safe and healthy neighborhoods.
2. Increase investment and economic vitality throughout the city.
3. Improve workforce development and connect more citizens to family supporting jobs
4. Help children succeed, prepare for post-secondary education, and meet their full potential
5. Sustain Milwaukee's natural environmental assets
6. Promote racial, social, and economic equity for all citizens

Community Goals and Objectives

Objectives:

1. Reduce economic disparities that affect Milwaukeeans.
2. Provide mission critical city services through annual budgets that limit the impact of tax levy and municipal service charge changes on the typical residential property to 3% or less
3. Limit the proportion of the 2013-2016 city tax levies allocated to debt service and employer pension contributions to 60% or lower, in a fiscally responsible manner.
4. Increase efficiency and effectiveness in citywide operation information technology.
5. Improve energy efficiency in homes and business firms.

Community Goals and Objectives

Key Performance Measures

Measure	2014 Actual	2015 Planned	2016 Planned
Combined percentage increase from prior year of changes to the property tax levy and municipal service charges on the average valued residential property.	1.4%	1.9%	0.5%
Percent of tax levy allocated to debt service and employer pension contribution ^A .	48.6%	45.9%	47.4%
Combined number of jobs created and persons trained and placed in jobs through CDBG and HOME funded projects.	393	420	400
Number of firms receiving SBE certification.	24	50	50
Average speed time for response at Unified Call Center {minutes:seconds}.	:31	:36	:35
Days needed to resolve IT service requests.	6.52	4.40	5
Number of homes receiving energy efficiency upgrades via Me2.	30	100	100
Number of manufacturing firms receiving Me3 grants.	9	10	8

2016 Budget Summary

	2015 ADOPTED BUDGET	2016 PROPOSED BUDGET	DIFFERENCE (amount, %)
FTEs – O&M	101.37	106.67	5.30 (5.23%)
FTEs - Other	38.47	40.17	1.70 (4.42%)
Salaries & Wages	\$6,102,654	\$6,617,535	\$514,881 (8.44%)
Fringe Benefits	2,746,193	3,176,417	430,224 (15.67%)
Operating Expenditures	1,211,899	1,659,823	447,924 (36.96%)
Equipment	25,300	125,300	100,000 (395.26%)
Special Funds	1,722,965	1,752,068	29,103 (1.69%)
TOTAL	\$11,809,011	\$13,331,143	\$1,522,132 (12.89%)

Special Purpose Accounts

	2015 ADOPTED BUDGET	2016 PROPOSED BUDGET	DIFFERENCE (amount, %)
E-Government Payment Systems	\$60,000	\$70,000	+\$10,000 (+16.67%)
E-Civis Grants Locator	\$26,675	\$27,000	+\$325 (+1.22%)
Wages Supplement Fund	\$19,300,000	\$19,800,000	+\$500,000 (2.59%)
Job Scan, Industry Assessment & Evaluation	\$75,000	\$0	-\$75,000 (-100%)
Summer Jobs for Adults Initiative	\$150,000	\$0	-\$150,000 (-100%)
Total	\$19,611,675	\$19,897,000	\$285,325 (1.45%)

Revenues

	2015 ADOPTED BUDGET	2016 PROPOSED BUDGET	DIFFERENCE (amount, %)
Charges for Services	\$77,000	\$171,500	+\$94,500 (+122.73%)
Miscellaneous	\$575,500	\$561,000	-\$14,500 (-2.52%)
TOTAL	\$652,500	\$732,500	\$80,000 (+12.26%)

Capital Improvements Budget

	2015 ADOPTED BUDGET	2016 PROPOSED BUDGET	DIFFERENCE (amount, %)
CSWAN-COMON Upgrade	0	\$500,000	+\$500,000
UCC Lagan Upgrade	0	\$220,000	+\$220,000
Corporate Database Server Upgrade	0	\$270,000	+\$270,000
PeopleSoft HRMS Upgrade	0	\$1,000,000	+\$1,000,000
Better Buildings Challenge	0	\$400,000	+\$400,000
IT Upgrades/ Replacements	\$250,000	\$300,000	+\$50,000 (+20%)
Public Safety Communications	\$550,000	\$575,000	+\$25,000 (+4.55%)
Tax Collection System	\$1,200,000	\$1,150,000	-\$50,000 (-4.17%)
Workplace Safety & Efficiency	\$400,000	0	-\$400,000
MapMilwaukee Upgrade	\$400,000	0	-\$400,000
Mobile Device Security & Management	\$160,000	0	-\$160,000
DSS E-Vault Upgrade	\$300,000	0	-\$300,000
TOTAL	\$3,260,000	\$4,415,000	+\$1,155,000 (+35.43%)

Major Budget Changes

- Milwaukee Civic Partnership Initiative: \$30,000 budgeted for Superlative annual retainer fee
- IT Consolidations: staff and funding moved to ITMD from other City departments as part of continued consolidation efforts
- ADA Compliance: \$320,000 in DOA's 2016 operating budget for related costs
 - ADA Coordinator Salary and Fringe: \$90,000
 - Independent Licensed Architect: \$230,000

ADA Compliance

- US Department of Justice issued a report to the City of Milwaukee identifying City facilities and programs in violation of the Americans with Disabilities Act (ADA)
- City has received a preliminary agreement issued by the DOJ to bring City facilities and programs into compliance with ADA. Terms of the agreement are still being negotiated
- Scope of the agreement as it currently stands is broad, encompassing nearly all City facilities and programs
- Primary areas of concern
 - Sidewalks/curb ramps
 - Jacksonville, FL: \$40.5m program to address ADA curb ramp violations; 5 year compliance deadline
 - Major building modifications
 - For both known and not yet identified violations
 - Timeframe & Deadlines

ADA Compliance Outlook

Plans for 2016

1. Hire ADA Coordinator
 - Located in Dept. of Administration
2. Retain Independent Licensed Architect (ILA)
 - Timeframe/deadlines in current agreement indicate heavy workload in first year. ILA may require additional staff/consultants to meet deadlines
3. Begin address minor building violations identified by DOJ
 - Utilize 1 DPW Carpenter full time for minor repairs
4. Survey each major building violation, design most cost effective repair to remediate the violation
 - Utilize DPW architectural/engineering staff; develop cost estimates for 2017-18 Budgets
5. Begin to address ADA violations at polling places
6. Address compliance issues with IT and web-based services, implement procedures and practices
 - Employee training, emergency management policies, communications for people with disabilities
7. Modify the 2016-2021 Capital Improvements Plan to provide as appropriate funds for ADA compliance improvements

ADA Compliance Outlook

Plans for 2017-18

1. Carry out major building modifications identified in DOJ Report
2. Carry out minor and major building modifications identified by ILA in buildings not surveyed by DOJ
3. Remediate ADA violations identified by ILA on curb ramps at applicable intersections
4. Satisfy reporting requirements to the DOJ

ADA Compliance Outlook: Funding

2016

- Funding in 2016 Budget for ADA Compliance
 - ADA Coordinator: \$62,000
 - ILA and Associated Costs: \$230,000
 - Minor Building Violations: \$200,000
 - Survey/Design of Major Building Violations: \$150,000
- Available funds to be allocated to ADA Compliance
 - IT/Web-based Services: \$150,000

2017-18

- Significant capital investment is possible
- Difficult to estimate total costs at this point
 - DPW will begin estimating 2017-18 costs as soon as possible

Position Changes

New Positions

■ Equal Rights Specialist

- Provide dedicated operational support to Equal Rights Commission
- Salary 100% CDBG funded

■ CEAC Manager

- Manage MFI operations
- Central point of contact on initiatives such as Black Male Achievement and My Brother's Keeper
- Work to enhance local capacity to improve life outcomes of boys and men of color through citywide collaboration
- 60% O&M funded

Position Changes

New Positions

- ADA Coordinator
 - Mandated by the US Dept. of Justice
 - Coordinate ADA compliance projects and manage DOJ reporting
 - Full-time workload due to DOJ imposed time constraints
- Emergency Communications Policy Manager
 - Coordinate and plan efforts with City departments and County to address replacement plans for vital public safety and DPW equipment worth millions of dollars
 - Potential cost savings through increased consistency across City emergency communications systems
- Security and Audit Compliance Analyst
 - Focus on cyber security and dedicated resource for audit responses

Position Changes

Other Position Changes

- 3 positions transferred from other departments to ITMD
 - Network Administrator
 - IT Support Specialist
 - Systems Analyst Project Leader
- 1 additional Grant Monitor (CDGA)
 - Required by the SAMHSA grant
- 1 additional Document Technician in (BOD)
 - Document Services Assistant position will be reclassified in 2016
 - Current back log and new high volume digital processing projects warrant an additional full-time position

Position Changes

Eliminated/Reclassified Positions

- Public Information Officer
- Community Analytics Coordinator
- Community Analytics Researcher
- Applications Development Manager
- Programmer Analyst

DOA Initiatives and Programs

- Budget and Financial Planning and Management
- Information Technology Management
- Unified Call Center and Customer Service
- Environmental Sustainability
- Intergovernmental Relations
- Grant Cultivation, Management and Administration
- Purchasing, Procurement and Small Business Assistance

DOA Initiatives and Programs

- Several initiatives and programs within each division help DOA meet its community goals and objectives.
- Recycled Toner Initiative
 - Savings of nearly \$190,000 achieved in 2014 with another \$185,000 projected for 2015
- Revolving Loan Program:
 - 2 loans totaling \$61,000 issued to date in 2015
- Citywide IT consolidations
 - Salary savings achieved through “right-sizing” vacant consolidated IT positions
- OES Energy Programs

BMD Accomplishments

- 2013-15 3 year actual average combined annual impact of levy & municipal service charge changes on typical residential property owner: 4/10 of 1 % (.4%). No layoffs as a result of O&M Budget.
- Developed 4-year plan for structural budget balance, with lead role in generating \$55 million of improvement from 2013-2015
- Led development and implementation of stable pension contribution policy for 2014-2018 contribution years
- Initiated pre-payment of employer pension contributions, generating ~ \$4.3 million in annual reduced cost
- Lead role in developing new investment strategy for the Employer's pension reserve, initiated in October 2011.
- Financed significant improvements to core infrastructure replacement cycles within a stable debt service levy.

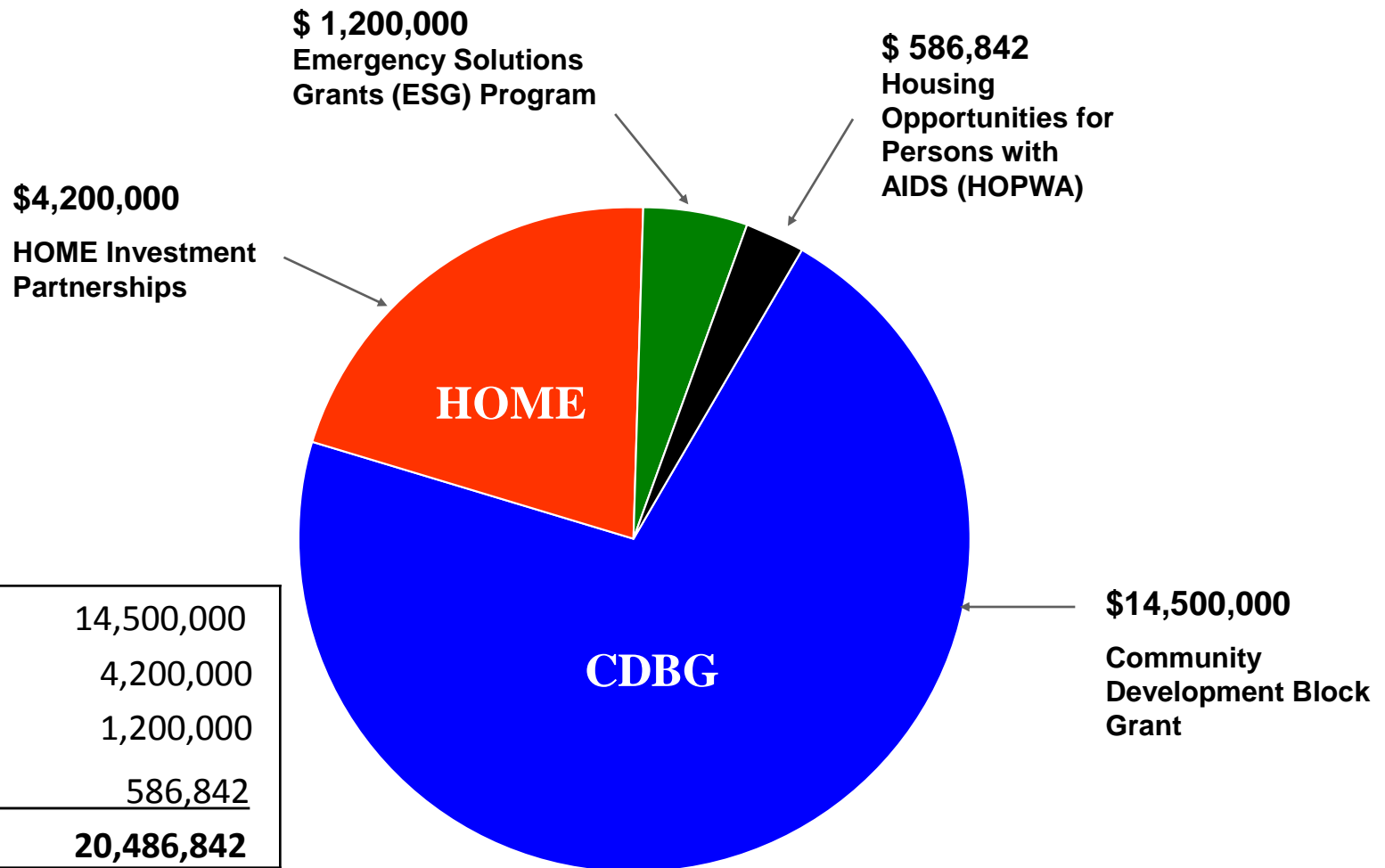
BMD 2016 Plan

- Continue implementation of structural balance plan.
- Annual updates of Capital Improvements Plan that stabilize levy requirements while maintaining progress on core infrastructure funding levels.
- Integrate call center data into management reporting and analysis
- Implement spatial analysis of programs and services with hiring of Community Analytics Analyst
- Implement ADA compliance planning and oversight

Community Development Grants Administration Division

- 2015 - Division led efforts to secure approximately \$32M in new grant funds including:
 - Department of Homeland Security; Port Security Grant: \$320,627
 - Department of Health and Human Service; New Pathways for Fathers and Families Grant: \$375,000
 - Department of Housing and Urban Development; CHOICE Neighborhoods Implementation Grant: \$30,000,000
- 2016 - Division will administer approximately \$20M in Federal Block Grant Funding consistent with the City's Community and Economic Development goals

2016 Proposed City of Milwaukee Block Grant Entitlement Allocation



2014 & 2015 Summary Accomplishments

- 263w new residential solar (75 homes)
- 2 Commercial PACE projects (\$3.1m to date) and national implementation model
- 13 ME3 Assessments
- Award winning Ezekiel Gillespie Park with 20 new parks and orchards under construction
- Intervention on We Energies rate case saves City more than \$630,000 annually on streetlight electric bills in 2016 and beyond
- LED streetlights on Teutonia Ave



2016 Preliminary Plans

- New comprehensive commercial building energy efficiency program from DOE grant
- North Avenue vacant lot beautification plan
- Continue ME3, Me², and Milwaukee Shines, and HOME GR/OWN programs
- Support of sustainability education through K-12, technical college and university partnerships
- Raise Milwaukee's global brand as an "eco-city" through environmental leadership
- Better Buildings Challenge: energy efficiency projects in municipal buildings



BOD – Procurement Services

2014 Highlights

- Sustainability initiatives (Free Cycle and Remanufactured Toner Initiative) Fiscal Savings: \$196,809
- Contract Rebates: \$754,512
- Buy American contract awards: \$6.4 million and 22 contract awards
- Governmental Cooperative Purchases: 30 contract awards and \$3.9 million

2016 Goals

- Increase Sustainability (Green Purchasing Initiatives) cost savings
- Increase fiscal savings contract rebates
- Create more incentives for local small business enterprises
- Explore digital/electronic methods to better manage the RFP process
- Increase cooperative purchasing initiatives

BOD - Office of Small Business Dev.

2015 Highlights

- Implemented workforce compliance software, LCPtracker
- 7th Annual Small Business Week & Sustainability Conference
- Expanded business outreach efforts with external partners and other governmental/quasi-governmental agencies
- Launched second Business Capacity Building Program on Northwestern Mutual Tower and Commons Project
- Issued 2 revolving loans totaling \$58,800

2016 Goals

- Complete expansion of workforce compliance software, LCPtracker
 - Implement recommendations from the City Inclusion Efforts Review
 - Expand marketing and public relations efforts to highlight successes of SBE program
 - Increase issuance (number of) of revolving loans.
 - Launch third Business Capacity Building Program for Milwaukee Bucks Arena
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BOD – Document Services Section

2014 Highlights

- Implemented internal citywide Records Management System replacement project for city records
- Implemented Citywide Evault (citywide digital document storage system) Upgrade project
- Citywide record retention schedules revised to reduce amount of time records are retained/stored - record destruction increased 18% in 2014 compared to 2013

2016 Goals

- Complete migration of digitally stored documents from current E-Vault System to new File Director software and next generation storage device.
- Go-Live of ITMD built Citywide Records Management System (CRMS)
- Summer 2016 – implement digitization of DNS film collection dated from 1916 to 1999 for permanent preservation, storage, and retrieval on the City's E -Vault System.

ITMD 2015 Accomplishments

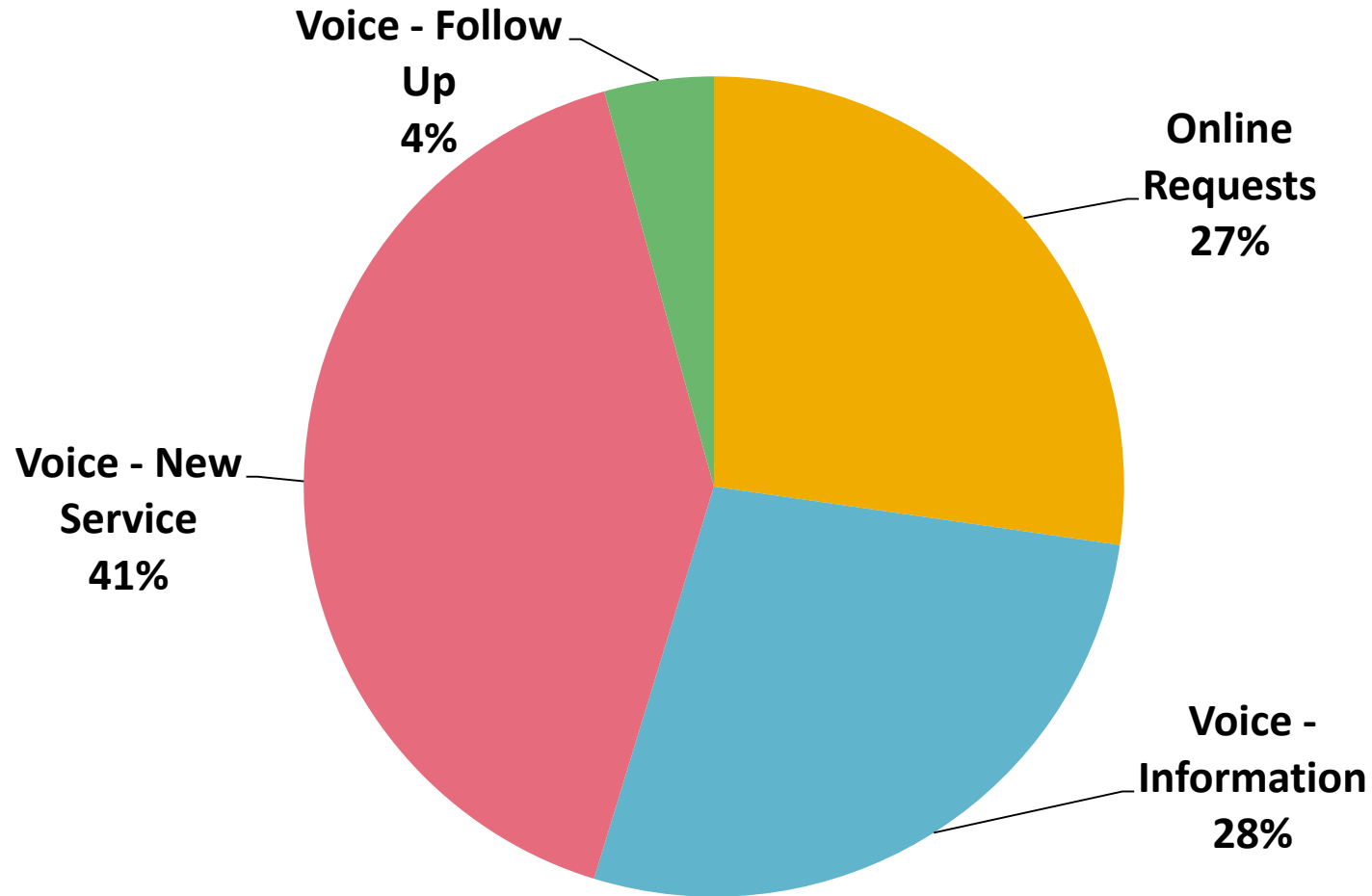
- Renegotiation and monitoring of Cell phone contracts for a savings of \$140K annually
- Response time for requests for IT Support (RITS) in 2015 10% faster than in 2014
- Replaced and upgraded core server and storage hardware
- Created RFP and evaluated vendors for Treasurer Tax Collection System replacement
- Implemented desktop computer replacement cycle for supported departments (5 year plan/Current 7.2 year)
- Reduced network switch replacement cycle from 14 years to 11 years
- Collaboration between ITMD and Water Works to eliminate redundant telephone system

ITMD 2016 Major Initiatives

- Major project deployments:
 - LMS (Phase 1 and 2)
 - Tax Collection System
 - OpenData portal
 - Decommission aging custom systems in DNS, DCD, BOZA, HEALTH and DPW
 - Define and implement mobile device security

- System Upgrade Plans:
 - GIS
 - Lagan
 - HR system upgrade (HRMS)
 - Update City's corporate database hardware and software (Last update 2008)
 - Upgrade network hardware to ensure reliable/secure connections

2015 Unified Contact Center Services



Unified Contact Center

Customer Service Data Update

	2013	2014	2015 Projected
Total (Lagan) Interactions	511,513	521,620	540,000
Average Speed of Answer	:35	:31	:35
Abandonment Rate	9.8%	7.4%	7%
Calls Answered	94.1%	91.8%	94%

80% of Abandoned Calls occur < 45 seconds.

Intergovernmental Relations

2015 Highlights

- Successfully secured the veto of language problematic to the Milwaukee Streetcar project.
- Successfully secured the veto which mandated the City of Milwaukee offer a High Deductible Health Plan to Protective Service Employees.
- Secured legislation to fund a new Milwaukee Bucks arena.
- Increased the lifetime cap for Enterprise Zone Jobs Tax Credit from 20 zones to 30 zones.
- Secured legislation appropriating funding for 2 Attorney General positions for gun violence prosecutors.
- Successful restoration of transportation aid to fund the Harbor Assistance Program.
- Successful in establishing mental injury related duty disability benefits.

Intergovernmental Relations

2016 Legislative Priorities

- Public safety policies which include increasing funds for domestic and youth violence prevention, and mental health issues
- Combat the proliferation of illegal guns
- Strengthen and increase legislation addressing human trafficking
- Continue to work on foreclosure prevention and intervention legislation
- Impede the erosion of local control