COUNTY EXECUTIVE'S 2007 BUDGET

DEPT: DEPARTMENT OF ADMINISTRATIVE SERVICES –
INFORMATION MANAGEMENT SERVICES DIVISION

UNIT NO. 1160
FUND: General - 0001

OPERATING AUTHORITY & PURPOSE

The Information Management Services Division (IMSD) of the Department of Administrative Services provides technical and communication services to its clients, which includes Milwaukee County departments, other governmental units and the users of Milwaukee County's website. IMSD consists of four functional Areas: Applications Services; Technical Support and Infrastructure Services; Distribution and Records Services; and Governance. Applications Services and Technical Support and Infrastructure Services are authorized by Section 32.64 of the Milwaukee County Ordinances. Sections 32.65 and 32.66 authorize the Records Center and Records Management Services

BUDGET SUMMARY				
Account Summary	**2005 Actual**	**2006 Budget**	**2007 Budget**	**2006/2007Change**
Personal Services (w/o EFB)	$ 5,855,835	$ 6,548,738	$ 5,927,648	$ (621,090)
Employee Fringe Benefits (EFB)	3,538,881	3,841,916	3,975,456	133,540
Services	4,770,414	5,158,884	6,132,441	973,557
Commodities	201,023	333,880	335,656	1,776
Other Charges	0	0	0	0
Debt & Depreciation	3,591,816	1,889,500	1,523,100	(366,400)
Capital Outlay	61,493	138,331	60,000	(78,331)
Capital Contra	(13,225)	(138,331)	(60,000)	78,331
County Service Charges	2,816,308	3,523,950	3,986,598	462,648
Abatements	(2,432,123)	(2,840,286)	(3,857,462)	(1,017,176)
Total Expenditures	$ 18,390,422	$ 18,456,582	$ 18,023,437	$ (433,145)
Direct Revenue	3,614,413	145,068	474,512	329,444
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 3,614,413	$ 145,068	$ 474,512	$ 329,444
Direct Total Tax Levy	14,776,009	18,311,514	17,548,925	(762,589)

ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	**2005 Actual**	**2006 Budget**	**2007 Budget**	**2006/2007Change**
Central Service Allocation	$ 222,554	$ 209,318	$ 220,608	$ 11,290
Courthouse Space Rental	234,144	243,995	331,481	87,486
Tech Support & Infrastructure	93,037	101,649	158,263	56,614
Distribution Services	137	185	202	17
Telecommunications	12,370	12,411	30,665	18,254
Record Center	0	0	812	812
Radio	0	0	0	0
Computer Charges	149,493	140,523	59,768	(80,755)
Applications Charges	0	0	71,204	71,204
Total Charges	$ 711,735	$ 708,081	$ 873,003	$ 164,922
Direct Property Tax Levy	$ 14,776,009	$ 18,311,514	$ 17,548,925	$ (762,589)
Total Property Tax Levy	$ 15,487,744	$ 19,019,595	$ 18,421,928	$ (597,667)

* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Department.

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PERSONNEL SUMMARY				
	2005 Actual	2006 Budget	2007 Budget	2006/2007Change
Personal Services (w/o EFB)	$ 5,855,835	$ 6,548,738	$ 5,927,648	$ (621,090)
Employee Fringe Benefits (EFB)	$ 3,538,881	$ 3,841,916	$ 3,975,456	$ 133,540
Position Equivalent (Funded)*	99.3	99.0	85.3	(13.7)
% of Gross Wages Funded	85.9	88.3	96.4	8.1
Overtime (Dollars)**	$ 216,260	$ 163,380	$ 0	$ (163,380)
Overtime (Equivalent to Position)	2.7	2.8	0.0	(2.8)

 * For 2005 Actuals, the Position Equivalent is the budgeted amount.
 ** Delineated for information. (Also included in personal services.)

PERSONNEL CHANGES					
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)	
Clerical Asst 2	Unfund	1/1.0	Data Processing	$	(31,035)
Software Systems Specialist 3	Unfund	1/1.0	Tech Spprt & Infrastructure		(67,649)
Software Syst Specialist 3 NR	Unfund	1/1.0	Tech Spprt & Infrastructure		(76,600)
Clerical Spec (Records)	Unfund	1/1.0	Network Support		(41,423)
Network Application Specialist 4	Unfund	1/1.0	Network Support		(71,629)
Network Tech Specialist 4	Unfund	2/2.0	Network Support		(143,662)
Client Support Specialist	Unfund	1/1.0	Network Support		(67,673)
Business Analyst IV	Create	1/1.0	Applications		67,673
Network Application Specialist	Create	1/1.0	Applications		71,473
Network Tech Specialist	Unfund	5/5.0	Applications		(359,155)
Client Support Specialist	Unfund	4/4.0	Applications		(270,692)
			TOTAL	$	(990,372)

ORGANIZATIONAL COST SUMMARY					
DIVISION		2005 Actual	2006 Budget	2007 Budget	2006/2007Change
Applications	Expenditure	$ 6,480,566	$ 7,193,266	$ 6,812,488	$ (380,778)
	Abatement	(397,606)	(510,288)	(841,918)	(331,630)
	Revenue	139,000	140,000	304,034	164,034
	Tax Levy	$ 5,943,960	$ 6,542,978	$ 5,666,536	$ (876,442)
Technical Support and Infrastructure	Expenditure	$ 10,873,859	$ 11,812,399	$ 11,761,958	$ (50,441)
	Abatement	(156,456)	(155,819)	(163,992)	(8,173)
	Revenue	(1,208)	5,068	170,478	165,410
	Tax Levy	$ 10,718,611	$ 11,651,512	$ 11,427,488	$ (224,024)
Document, Distribution & Records Services	Expenditure	$ 1,088,165	$ 760,089	$ 626,435	$ (133,654)
	Abatement	(109,613)	(14,780)	(79,265)	(64,485)
	Revenue	(7,675)	0	0	0
	Tax Levy	$ 986,227	$ 745,309	$ 547,170	$ (198,139)
Administration, Fiscal & Support	Expenditure	$ 2,379,979	$ 1,531,114	$ 2,680,018	$ 1,148,904
	Abatement	(1,768,453)	(2,159,399)	(2,772,287)	(612,888)
	Revenue	3,484,296	0	0	0
	Tax Levy	$ (2,872,770)	$ (628,285)	$ (92,269)	$ 536,016

MISSION

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IMSD's objectives are to support Milwaukee County's technology needs for the 21st century and lead the development and execution of an IT strategy that accelerates Milwaukee County's leadership in the state.

DEPARTMENT DESCRIPTION

The Information Management Services Division (IMSD) of the Department of Administrative Services consists of three customer service areas, Applications Services, Technical Support and Infrastructure, and Document, Distribution and Records Services and Governance. Overall, IMSD's core purpose is to meet the needs of the business owners by providing business and technical solutions.

The **Application Services** Area supports software applications on a variety of platforms including mainframe, servers, Internet and desktops. This Area is responsible for analyzing applications needs, as well as modification, maintenance, support and training for the County's software.

Examples of applications include the Lotus Notes email, database and workflow system, the Intranet, the Criminal Justice Information System, the Advantage System for financial and budgeting functions, the Juvenile Information Management System, Photo-Fingerprint System, Paramedics database, and human services client and payment tracking systems (SIMPLE/SCRIPTS). IMSD supports specialty applications in departments including Cobra, Affirmative Action, Fleet Anywhere, E-Recording at the Register of Deeds, Point of Sale at the Zoo and the Parks, and the Call Center System at the Department of Health and Human Services and Child Support.

Applications Services also manages Internet content and presentation consistency for the County's web pages, as well as departmental web pages, and coordinates the overall effort of implementing electronic commerce (e-commerce) applications.

The **Technical Support and Infrastructure Services** area provides research, acquisition, installation, maintenance, training and support services for multi-department, complex, local-area-network-specific and desktop operating systems, hardware and software standards countywide. The group also installs and maintains the County's telecommunications infrastructure (cabling, telephones, 800 MHz public safety radio system) and implements and administers information technology standards countywide.

This Area is divided into three subgroups: Technical Support, Telecommunications Services (cabling and voice) and Radio Communications.

Technical Support focuses on the implementation, management and maintenance of the infrastructure (hardware and operating systems) that supports the County's applications. The group:

- Provides technical guidance and support for County departments
- Conducts short-term and long-range capacity planning
- Identifies and implements system performance improvements
- Maintains connectivity to other agencies' data centers, mainframes, and servers
- Coordinates hardware and software installation and maintenance
- Ensures the smooth operation and around-the-clock availability of the County's website, and other systems such as the Wide Area Network (WAN) and its enterprise server (mainframe), and production job scheduling, coordination of equipment maintenance and monitoring the data center environment

Telecommunications Services administers the County's voice communications system, including the telephones, cellular and pager programs, and the telephone communications environment. This group assists departments in acquiring additional or modifying existing telephone service, coordinates the installation of departmental telephone and data cabling, and administers the telecommunications service contracts. The group also manages the County's wide area transport and its connection points.

Radio Communications Services provides administration of the County's 50-plus Federal Communications Commission (FCC) frequency licenses, the County's installed radio equipment and transmission facilities, and the conventional and 800 MHz trunked radio systems. This group also manages the intergovernmental agreements with

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several municipalities within Milwaukee County for the shared use of the 800 MHz radio system.

The ***Document, Distribution and Records Services*** Area provides mail services for departments, consultation to County departments for effective records management, and administers the central Records Center, an off-site storage for departmental records that are required to be retained.

Governance covers Fiscal and Policy Compliance, Administrative Support and the Project Management Office (PMO).

Fiscal provides overall direction, coordination and planning for effective fiscal management and policy compliance including contract-monitoring, responses to audit requests and implementing County resolutions.

Administrative Support provides overall support of IMSD's operating requirements, such as recruitment, payroll processing, purchasing management and clerical support. Administration manages interns who provide entry-level information systems support to IMSD.

IMSD continues to implement a *Project Management Office (PMO)* to instill project management discipline and improve on project delivery in terms of time and budget. The objectives of the PMO are:

- Ensure alignment of IT Projects to strategic Milwaukee County organizational needs
- Govern PMO industry standards, best practices, tools and processes to ensure quality and consistency
- Maintain project portfolio
- Integrate project management into Milwaukee County Divisions through business liaisons
- Build competent and productive project teams
- Implement consistent, formalized project management

Customer Services continues to be the responsibility of all employees, with oversight by the leadership team.

BUDGET HIGHLIGHTS

- Total expenditures decrease $433,145, from 18,456,582 to $18,023,437. Revenues increase $329,444, from $145,068 to $474,512 based primarily on revenue for the Radio Rebanding project and funding from the Pension Board for the continued operation of the Genyses Payroll System in 2007.

- IMSD continues to provide centralized management of the County's IT resources. IMSD's baseline functions that keep the County's systems running include:

  Project Management Office
  Computer Operations
  Help Desk and Problem Resolution
  Network Management
  Virus Containment
  Email, Intranet, Web Pages
  System Testing and Change Control
  Applications Maintenance
  Telephone, Cell Phone and Radios
  Document Printing
  Mail Distribution
  Record Management
  Hardware and Software Maintenance
  Connectivity including Internet Access

- The Chief Information Officer continues to reorganize the Division to develop staff, policies and procedures to establish a strategic direction to better support County clients. This includes developing staff to support the transition from mainframe legacy systems to a networked server environment, including web-based technology.

- In order to mitigate rising technology costs and increase flexibility in areas of expertise, IMSD has been aggressively seeking ways to cooperate with regional partners. To date, Milwaukee County has partnered with Racine County in the development of a joint child support call center; Waukesha County to develop a combined help desk support project; and the City of Milwaukee to create a collaborative website to make constituent searches for municipal services easier and a sharing of space in the City's Data Center. In 2007, the Counties will focus on a shared

technology purchase of communication equipment and sharing of contract support staff. The Counties will continue to seek opportunities for regional cooperation to share IT costs, services and staff in order to provide flexibility in employee skill sets reduce duplicative expenditures while increasing customer service within the tri-county area.

- In 2007, the Department will sign a cooperative purchasing agreement with Racine County to purchase contractual services for certain rote tasks to provide cost savings while still providing high quality service to County departments. The Department unfunds 13 positions, including five positions of Client Support Specialist 4, seven positions of Network Technical Specialist 4 and one position of Clerical Specialist Records. These savings are partially offset by an increase in contractual services, resulting in a total tax level savings of $667,947.

- While IMSD continues the strategic direction of privatizing rote tasks when fiscally prudent, the Department continues to invest in in-house skills and resources to add business value to partner County departments. In 2007, IMSD will deploy staff to the Sheriff's Office, DHHS, and the Department on Aging to provide more responsive, specialized and efficient services directly to these departments.

- The Governmental Accounting Standards Board (GASB) statement number 45 (GASB-45), issued in 2004, will become effective for Milwaukee County in 2007. This statement establishes standards for the measurement, recognition, and display of Other Post Employment Benefits (OPEB) expenditures and related liabilities. For the County, this OPEB cost is for post retirement health insurance and life insurance benefits for eligible employees. Beginning in 2007, Milwaukee County is required to accrue for the annual cost of OPEB earned by an employee during the year (normal cost) plus the amortization of past service costs earned by an employee prior to the effective date of the new governmental accounting standard. In order to comply with Wisconsin state statues, proprietary fund departments must follow governmental accounting rules and use

accrual accounting. IMSD has a budgeted amount of $652,700 included for OPEB liability.

APPLICATIONS

Applications costs include software license and hardware maintenance fees that are required for baseline services and increased annually by the vendors. These include financial, payroll, communication and other systems necessary for operation of County functions.

- The County will implement a new payroll system in 2007. Genesys, the current payroll system, will continue to function as the County's payroll system until the new system is operational. Genesys will continue operation for the full year of 2007 for retirees while the retirement system completes development of their new system. Operation of the Genesys system is offset by revenue from the Pension Board totaling $164,034.

- Software leasing costs necessary for baseline services, such as financial and payroll systems, increase $275,640 in 2007 due to annually increasing cost from the vendors.

- Applications Services costs are partially offset by $140,000 of revenue from the Social Security Administration for reports of inmates in custody.

- One Network Applications Specialist 4 position is created and will be crosscharged to the Sheriff's Department at a cost of $106,982, to perform technical duties and complete the transition from sworn deputies to civilians in the performance of these duties begun in 2004. These duties include software installation, operating and maintaining Badger Tracs, an IT system dedicated to tracking warrants around the State, and providing IT service as requested by the Sheriff's Department command staff.

- One Business Analyst 4 is created and one Network Applications Specialist 4 is deployed to the Department on Aging's Care Management Organization (CMO) to maintain and assist in future development of the MIDAS system. These duties have been performed by a contractor to date, but are being brought in-house to preserve knowledge, evaluate current

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business practices, and develop and design technical solutions to resolve issues and enhance the system. IMSD will continue to contract with certified DBE firms when necessary and possible for industry standard IT services for the MIDAS system. The Department on Aging will be crosscharged a total of $211,801 for these services.

- IMSD will provide full-time technical support to DHHS- Economic Support Division in their Call Center in 2007. One Network Application Specialist will be crosscharged to DHHS at a cost of $91,650.

TECHNICAL SUPPORT AND INFRASTRUCTURE

- An appropriation of $223,144 is included in the budget for the purchase of equipment necessary for departments' technological needs. As many departments are making increasing use of technology for their operations, IMSD purchases equipment to upgrade and replace the necessary devices.

- An appropriation of $168,000 is allocated to fund Disaster Recovery. The proposed site will accommodate Mainframe, Server and WAN recovery.

TELECOMMUNICATIONS

- Network connectivity improvements will be implemented to improve fiber connectivity between Milwaukee County sites which will address slower server back-up and end-user response time to improve productivity.

- Milwaukee County will sign a cooperative purchasing agreement with the City of Milwaukee for construction and operation of a countywide wireless network infrastructure at no direct cost to the County. This will continue the County and City practice of collaborating to deliver high quality service at the lowest possible cost.

RADIO

- In 2007, radios will be rebanded, reprogrammed and potentially replaced due to a settlement between the FCC and Nextel moving public

safety radio systems to certain frequencies, thereby making spectrum available for cell phones.

- Two positions in the Radio Services section for 2007 oversee the critical rebanding initiative mandated by the FCC and funded by Nextel. Funding of $165,410 is anticipated from Nextel to cover staff costs.

DISTRIBUTION AND RECORDS SERVICES

- Distribution Services is comprised of three full-time staff performing mailroom duties. The staff has aligned their work hours to provide quick turnaround time for mid-day customer service. Current staff is able to perform folding and inserting services, which were previously sent to outside vendors.

- Records Management Services continue to be provided by a commercial records management vendor.

GOVERNANCE

- The Project Management Office (PMO) continues to implement time tracking and standard project management tools and processes to support best practice methodologies. The IMSD Leadership Team will prioritize existing and new project requests, which will be the foundation for maintaining a countywide portfolio of projects to be communicated to the IT Steering Committee on a quarterly basis. The County benefits from the PMO by having a well-balanced portfolio of IT projects aligned with department strategies.

- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation

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incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ACTIVITY AND STATISTICAL SUMMARY			
	2005 Actual	2006 Budget	2007 Budget
Applications Services			
Enterprise Services Applications	57	40	40
Network Services Applications	105	105	105
Internet User Ids*	3,922	6,000	6,000
Lotus Notes User Ids*	3,922	6,000	6,000
Distribution Services			
Total Pieces Mailed	1,247,071	1,800,000	1,300,000
All Pre-Sort Mail	1,166,263	1,500,000	1,200,000
First Class and Flats	80,808	80,000	80,000
Records Center			
Requests		36,299	36,299
Returns		36,299	36,299
Interfiles		5,404	5,404
Received		5,345	5,345
Destroyed		4,000	4,000
Technical Support & Infrastructure			
Helpdesk Services			
Services Calls	22,342	24,000	24,000
Enterprise Services			
Uptime of CJIS Criminal Justice System	N/A	N/A	99.50%
Uptime of Advantage Financial System	N/A	N/A	99.00%
Pages, Laser Printed Reports	8,927,112	6,000,000	6,000,000
Pages, Impact Printed Reports	346	2,000	2,000
Enterprise Server User Ids	2,734	4,000	4,000
Network Services			
Computers maintained	3,260	4,400	4,400
Computers to be replaced	339	730	528
New Computers to be installed	39	43	39
Network Servers maintained	92	150	150
Network Servers to be replaced	13	0	13
Radio Communications Services			
Radios in Service	2,005	2,000	2,000
Telecommunications Services			
Cellular and pager Units in Service	1,539	1,600	1,600
Service Calls	868	860	860
Telephone Units in Service	6,704	6,800	6,800

* Projected Increase for use of Ceridian HR solution