ADOPTED 2006 BUDGET

DEPT: DEPARTMENT OF ADMINISTRATIVE SERVICES -
INFORMATION MANAGEMENT SERVICES DIVISION

UNIT NO. 1160
FUND: Internal Service - 0026

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 Administrative Support Services. 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		2004 Actual		2005 Budget		2006 Budget		2005/2006 Change
Personal Services	$	5,827,091	$	6,466,039	$	6,548,738	$	82,699
Employee Fringe Benefits		2,918,733		3,539,688		3,841,916		302,228
Services		4,025,522		4,621,954		5,158,884		536,930
Commodities		240,304		179,577		333,880		154,303
Other Charges		0		0		0		0
Debt & Depreciation		3,132,914		3,501,091		1,889,500		(1,611,591)
Capital Outlay		89,427		60,000		138,331		78,331
Capital Contra		(71,359)		(60,000)		(138,331)		(78,331)
County Service Charges		2,844,397		3,141,170		3,523,950		382,780
Abatements		(2,127,866)		(2,548,408)		(2,840,286)		(291,878)
Total Expenditures	$	16,879,163	$	18,901,111	$	18,456,582	$	(444,529)
Direct Revenue		196,641		210,705		145,068		(65,637)
State & Federal Revenue		0		0		0		0
Indirect Revenue		1		0		0		0
Total Revenue	$	196,642	$	210,705	$	145,068	$	(65,637)
Direct Total Tax Levy	$	16,682,521	$	18,690,406	$	18,311,514	$	(378,892)

ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*								
Account Summary		2004 Actual		2005 Budget		2006 Budget		2005/2006 Change
Central Service Allocation	$	231,755	$	222,554	$	209,318	$	(13,236)
Courthouse Space Rental		247,956		234,141		243,995		9,854
Document Services		230		830		0		(830)
Tech Support & Infrastructure		89,253		93,037		101,649		8,612
Distribution Services		162		0		185		185
Emergency Mgmt Services		0		0		0		0
Telecommunications		16,241		11,252		12,411		1,159
Record Center		0		0		0		0
Radio		0		0		0		0
Computer Charges		143,110		149,493		140,523		(8,970)
Applications Charges		0		0		0		0
Total Charges	$	728,707	$	711,307	$	708,081	$	(3,226)
Direct Property Tax Levy	$	16,682,521	$	18,690,406	$	18,311,514	$	(378,892)
Total Property Tax Levy	$	17,411,228	$	19,401,713	$	19,019,595	$	(382,118)

* 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				
	2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Personal Services (w/o EFB)	$ 5,827,091	$ 6,466,039	$ 6,548,738	$ 82,699
Employee Fringe Benefits (EFB)	$ 2,918,733	$ 3,539,688	$ 3,841,916	$ 302,228
Position Equivalent (Funded)*	96.3	99.3	99.0	(.3)
% of Gross Wages Funded	67.0	85.9	88.3	2.4
Overtime (Dollars)**	$ 205,807	$ 163,380	$ 163,380	$ 0
Overtime (Equivalent to Position)	3.8	2.7	2.8	0.1

* For 2004, 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)
Mgmt Assistant Document Srvcs	Transfer	1/1.0	Doc, Distribution & Records	$ (44,272)
Business Analyst	Create	1/1.0	Administrative & Support	66,674
Office Support Asst 1	Abolish	1/1.0	Doc, Distribution & Records	(24,726)
Distribution Asst	Abolish	1/1.0	Doc, Distribution & Records	(26,024)
Applications Specialist 4	Abolish	1/1.0	Applications	(66,674)
Network Appl Spec 4 ME	Abolish	1/1.0	Applications	(38,988)
Asst Director-Human Res/MIS	Abolish	1/1.0	Applications	(87,014)
			TOTAL	$ (221,024)

ORGANIZATIONAL COST SUMMARY					
DIVISION		2004 Actual	2005 Budget	2006 Budget	2005/2006 Change
Applications	Expenditure	$ $5,369,117	$ $7,014,630	$ $7,097,267	$ $82,637
	Abatement	($281,176)	($547,073)	($510,288)	$36,785
	Revenue	$148,000	$160,000	$140,000	($20,000)
	Tax Levy	$ $4,939,941	$ $6,307,557	$ $6,542,978	$ $235,421
Technical Support & Infrastructure	Expenditure	$ 10,594,110	$ 11,750,471	$ 11,786,643	$ 36,172
	Abatement	(179,120)	(219,158)	(215,764)	3,394
	Revenue	$45,820	$50,705	$5,068	($45,637)
	Tax Levy	$ 10,369,170	$ 11,480,608	$ 11,565,811	$ 85,203
Document, Distribution & Records Services	Expenditure	$ $1,697,479	$ $1,219,828	$ $838,420	$ ($381,408)
	Abatement	($119,870)	($111,012)	($93,111)	$17,901
	Revenue	$2,822	$0	$0	$0
	Tax Levy	$ $1,574,787	$ $1,108,816	$ $745,309	$ ($363,507)
Administration, Fiscal & Support	Expenditure	$ $1,417,682	$ $1,524,590	$ $1,531,114	$ $6,524
	Abatement	($1,619,059)	($1,731,165)	($2,159,399)	($428,234)
	Revenue	$0	$0	$0	$0
	Tax Levy	$ ($201,377)	$ ($206,575)	$ ($628,285)	$ ($421,710)

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MISSION

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 and one administrative area: Applications Services, Technical Support and Infrastructure, and Document, Distribution and Records Services. The administrative area is Support Services.

Technical Support and Infrastructure is further divided into three subgroups: Technical Support, Telecommunications (data and voice), and Radio Communications.

Support Services is divided into two subgroups: Fiscal and Policy Compliance Services, and Administrative Support

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, AIMS90 the Job Applicant Information Tracking System, GENESYS for payroll and personnel, the Juvenile Information Management System, Photo-Fingerprint System, Paramedics database, and human services client and payment tracking systems (SIMPLE/SCRIPTS). IMSD also 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 standard software 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 Services focuses on the implementation, management and maintenance of the infrastructure (hardware and operating systems) that supports the County's applications. The group:

- Provides help desk services 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 job production, 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, systems and equipment. This group assists departments in acquiring additional or modifying

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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 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.

The **Support Services** Area is divided into two subgroups: Fiscal and Policy Compliance, and Administrative Support.

Fiscal and Policy Compliance 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.

Administration continues to implement a Program 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

- Establish PMO standard processes, tools and procedures and consult on how to follow PMO standards
- Govern PMO standards to ensure quality and consistency
- Establish and maintain project portfolio
- Integrate project management into Milwaukee County Divisions
- Build competent and productive project teams
- Implement consistent, formalized project management
- Align LEAN Six Sigma knowledge sharing and process application with IMSD goals and objectives

Customer Services are the responsibility of all employees, with oversight by the leadership team.

BUDGET HIGHLIGHTS

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

  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

- Personal services without fringe benefits increase by $81,737 primarily due to step increases in personnel salaries. Funded positions decrease by .3 of a position from 99.3 to 99.0.

- Total personal services are funded at 88.3 percent, an increase of 2.4 percent. Five vacant positions were abolished, which reduces the amount budgeted in personal services lump-sum. Because of the savings that this action

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provided, one new position is created to provide improved management oversight.

- Upon approval by the MCAMLIS board, MCAMLIS will fund $103,594 for one Network Applications Specialist position that will be dedicated to the Register of Deeds Office for the purpose of developing and maintaining a computerized index of land records and making this information available on the World Wide Web.

- An existing full-time Business Systems Project Manager position is funded by the retirement system to manage the implementation of the new pension administration system.

- One Management Assistant, Document Services has been transferred to the House of Corrections. This is due to the transfer of responsibilities to that department. The position will be abolished upon transfer and replaced with a Printshop Customer Service position.

- Since major assets purchased during Y2K are now fully depreciated, the funds are now appropriated towards addressing the increasing amount of technological needs of County departments.

- An appropriation of $223,144, an increase of $170,000, is provided for the purchase of information technology equipment to address equipment failures and meet department requests that cannot be funded through the capital projects. In 2005, equipment failures included routers and a phone shelf, voicemail, and application servers for various County departments. The failure of this equipment can critically impact revenue collection by departments who rely on technology, such as the Park's electronic golf reservation system.

- The County information technology infrastructure has changed considerably over the past few years as older systems are upgraded to newer platforms. IMSD is structured to support the older legacy systems in the County. When vacancies occur in those areas, IMSD's strategy is to hire staff with newer skill sets, enabling the Division to support the new technology and platforms. Contractual

services will then be used to support legacy systems. $300,000 is budgeted for this purpose.

IMSD plans to move legacy systems used countywide from a mainframe environment to a networked server environment. Business Analyst skills will provide strategic planning, document process flows, and prepare use cases and test plans for systems such as the Human Resources Information System (HRIS).

In order to improve phone support to customers daily, IMSD will contract with an outside provider as a first level help desk when current staffing levels decrease.

Additionally, IMSD is training staff to support individual departments' strategic directions and higher-end web-facing technology architecture. IMSD plans to spend less time assisting departments with moving computers and phones, recommending departments to contract with an outside vendor for that purpose.

- Milwaukee County IMSD and the City of Milwaukee Information Technology Management Department developed a website together where a user can search to locate information without knowing whether it is provided by the City or the County. This collaboration helps governments with fiscal constraints deliver high quality services at the lowest possible costs.

This partnership allows funding that would have duplicated efforts for two independent sites to be allocated for enhancements, benefiting both the City and the County. E-government initiatives such as collections, data entry forms, payment of delinquent taxes and online ordering of copies of documents are planned for 2006.

Collaboration with the City of Milwaukee is extended in 2006 by sharing space at the City of Milwaukee Data Center. The County's mainframe and peripheral equipment located at Schlitz Park will transfer to the City when the lease ends in 2005. The data center requires a special environmentally controlled room with raised flooring, fire suppression and security systems. The City has available space for the County due to equipment downsizing in recent

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years. This provides additional opportunities for cross sharing of unique expertise.

The savings from operating the Schlitz Park Data Center are reallocated to fund potential costs at the City's data center. An appropriation of $200,000 is allocated to fund Disaster Recovery. The proposed site will accommodate both Mainframe and WAN recovery.

APPLICATIONS

- Applications costs include software license and hardware maintenance fees that are required for baseline services and increased annually by the vendors:

$260,000	Advantage and BRASS
55,120	Oracle (database for BRASS and Web Site)
117,000	Lotus Notes
4,500	Crystal Reports
54,974	Antivirus software for interoffice, Internet and Lotus Notes
52,621	Electronic Imaging system (Criminal Justice)
51,868	Genesys

- Since the payroll system Genesys will be replaced with HRIS, only $50,000 is budgeted for Genesys in 2006 for partial year use. Additionally, $40,000 is budgeted for partial year use of keypunch and delivery service.

  $158,068 of the appropriations formerly budgeted for the operation of the Genesys system is transferred to the non-departmental Org. 1921. The appropriations are:

$51,868	Genesys Software
20,000	Keypunching and pick up of timesheets
23,200	Clearpath lease
13,000	Clearpath maintenance
50,000	Contractor to perform system modifications

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

TECHNICAL SUPPORT AND INFRASTRUCTURE

- An internal staff re-allocation of one Clerical Specialist from Records Area is transferred to Network Support group to perform backup procedures for systems countywide.

TELECOMMUNICATIONS

- Network connectivity increases $123,644 to enable fiber connectivity between Milwaukee County sites to address the duration server backups and their impact on end-user response time. This investment will increase the network bandwidth between the higher population Milwaukee County buildings to speed up the backup processing and make end-users more productive.

RADIO

- Radio Services cost $1,375,979 for conventional and 800 MHz trunked radio system - 14 County departments and 19 municipalities and agencies use a total of 2,013 radios.

  Radio services include:

$ 44,700	Data lines
105,818	Rent for tower locations
476,000	Vendor maintenance and support (Motorola)

  Additional tower rental and maintenance costs are attributed to systems upgrades that created backup power supplies and a redundant primary site. These systems upgrades were funded through Homeland Security Grants.

  In 2006, 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

DISTRIBUTION AND RECORDS SERVICES

Distribution Services is comprised of three full-time staff performing mailroom duties, including one Distribution Assistant who was transferred from Document Services. The staff have realigned their work hours to provide quicker turnaround time for

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mid-day customer service. Current staff is able to perform folding and inserting services which were previously sent to outside vendors.

- For 2006, two digital postage meters are budgeted to comply with new Postal Regulations ($78,331).

- In 2005, Records Management Services was provided with a commercial records management vendor. The remaining costs for Records Services are $91,202 in Personal Services to continue the services of the Records Manager and $405,285 for the commercial records management vendor. Two staff members from this unit are transferred to Administration and the team that provides back-up services where there are critical staffing shortages.

ADMINISTRATIVE & SUPPORT

- A Business Systems Project Manager is transferred to Administrative Support Services to implement a Project Management Office.

- Office Support Assistant 2 is transferred to Administrative Support to provide needed support services. Without this support, day-to-day operations would be negatively impacted

since Administration handles countywide equipment purchases, consulting, overhead distribution, web administration and training.

- 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 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."

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ACTIVITY AND STATISTICAL SUMMARY				
	2004 Budget	2004 Actual	2005 Budget	2006 Budget
Applications Services				
Enterprise Services Applications	70	68	65	40
Network Services Applications	105	105	105	105
Internet User Ids*	3,000	2,469	3,000	6,000
Lotus Notes User Ids*	4,000	3,548	4,000	6,000
Distribution Services				
Total Pieces Mailed	1,800,000	1,218,111	1,800,000	1,800,000
Pre-Sort Mail @ .269 each	1,330,000	1,196,927	1,500,000	1,500,000
First Class @ .34 each	340,000	71,184	500,000	80,000
Records Center				
Requests	35,202	36,748	36,299	36,299
Returns	35,202	36,748	36,299	36,299
Interfiles	10,000	2,214	5,404	5,404
Received	3,000	7,097	5,345	5,345
Destroyed	4,000	3,255	4,000	4,000
Technical Support & Infrastructure				
Helpdesk Services				
Service Calls	27,500	25,189	24,000	24,000
Enterprise Services				
Pages, Laser Printed Reports	8,000,000	5,908,803	8,000,000	6,000,000
Pages, Impact Printed Reports	2,000	1,067	2,000	2,000
Enterprise Server User Ids	3,937	4,331	4,000	4,000
Network Services				
Computers maintained	4,422	4,364	4,400	4,400
Computers to be replaced	223	500	1434	1434
New Computers to be installed	46	63	43	43
Network Servers maintained	132	140	150	150
Network Servers to be replaced	21	10	0	0
Radio Communications Services				
Radios in Service	2,070	1,894	2,000	2,000
Telecommunications Services				
Cellular and Pager Units in service	1,440	1,630	1,700	1,600
Service Calls	502	588	750	860
Telephone Units in service	6,277	6,720	6,800	6,800

* Increase projected for use of Ceridian HR solution.