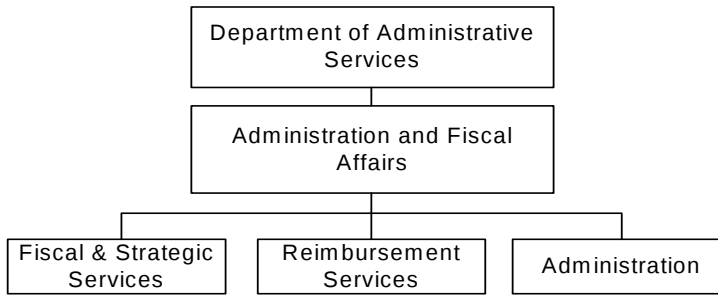


DAS-ADMIN AND FISCAL AFFAIRS (1151)



MISSION

The Administrative and Fiscal Affairs Division provides high quality, efficient and responsive financial services and administrative business functions to the County Executive, County Board and County departments to enable the delivery of financially sound and effective services to the community.

Budget Summary

	2013	2012/2013 Change
Expenditures	1,455,423	(3,129,764)
Revenue	0	(77,412)
Levy	1,455,423	(3,052,352)
FTE's	15.2	(28.9)

Major Programmatic Focus

- Restructure the Fiscal and Strategic Services Section to provide more long-term, strategic fiscal analysis.
- Implement a performance measurement and management process
- Incorporate long-term capital asset planning into decision-making processes.

OBJECTIVES

- Implement a new CountySTAT program, which will improve the development of strategic planning initiatives that are essential to the County's ability to responsibly and effectively address its long-term fiscal challenges and facility needs.
- Implement a performance measurement and management process that provides effective, transparent analysis of program efficiency that will improve data-based decision-making and resource allocation.
- Work with policymakers to identify program priorities, taking into account mandated and non-mandated services, availability of outside revenue, and other factors.
- Continue to investigate and implement new budgeting strategies, such as outcomes-based budgeting.
- Improve collaboration between DAS divisions and explore potential for increased efficiencies.
- Implement strategies developed by a work group of finance and budget staff from overlapping taxing bodies in Milwaukee County designed to achieve cost savings through intergovernmental collaboration.
- Develop a long-term plan for the County's financial stability, including pursuing changes to State Statute to allow the County to maintain adequate levels of reserves, reducing the County's long-term liabilities and reducing the County's structural deficit.

COUNTY EXECUTIVE'S 2013 BUDGET

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- Initiate an update of crucial sections of the Administrative Manual and continue efforts to post the Administrative Manual on the County intranet.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Administrative Services - Fiscal Affairs Division (DAS-Fiscal) includes the following three sections: Administration, Fiscal and Strategic Services and Reimbursement Services.

Administration. The DAS Director is responsible for coordinating the operations of all DAS divisions, including Procurement, Information Management Services, Fiscal Affairs, Risk Management, Economic Development, Facilities Management and Office for Persons with Disabilities.

Fiscal and Strategic Services Section. The primary responsibilities of the Fiscal and Strategic Services Section are budget preparation and fiscal control for both operations and capital. All budget requests are analyzed with recommendations submitted to the County Executive. Assistance is provided both to the County Executive in preparing and presenting the Executive Budget, and to the Finance and Audit Committee in its review of the County Executive's recommended budget, including the preparation of budget amendments approved by the Finance and Audit Committee and the County Board. During the year, all appropriation transfer requests are analyzed and a recommendation is submitted to the County Executive. In conjunction with the Office of the Comptroller, County departmental accounts are analyzed to determine potential expenditure deficits or revenue shortfalls, with department administrators required to submit a corrective plan of action. Other major duties include (a) the study of all new position requests, with reports and recommendations submitted to County Board committees; (b) fiscal studies for the County Executive and County Board committees, including fiscal impact of changes to the current year budget; and (c) providing special studies for the County Executive and County Board committees as requested. This Section will also take the lead in working with policymakers and departments to develop a countywide strategic plan, a performance measurement and management system, and a long-range capital asset planning process.

Reimbursement Services is responsible for administering the countywide Tax Refund Intercept Program (TRIP).

2013 BUDGET

Approach and Priorities

- Implement a new long-term, strategic budgeting process that includes strategic planning, performance measurements and a management system, and incorporate long-term fiscal needs into fiscal and management analysis through the creation of a new CountySTAT program.
- Work with outside agencies to identify ways to reduce overall public service costs by consolidation of services.
- Shift field staff to the departments in which they work to provide consistency among fiscal and policy staff countywide.

Programmatic Impacts

- With the enactment of 2011 Wisconsin Act 62 which created the Office of the Comptroller and legislation enacted by the County Board, two employees who were responsible for creation and implementation of the capital budget have been transferred to the Office of the Comptroller. Therefore, with the limited staffing currently in the department, the department will be seeking opportunities to increase revenues so that an additional staff person can be brought on to assist in the creation and implementation of future capital budgets.

COUNTY EXECUTIVE'S 2013 BUDGET

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Budget Highlights

Transfer of Field Staff

(\$38,841)

There are two significant staffing changes implemented in the DAS-Fiscal Budget: the transfer of field staff to their home departments and the implementation of CountySTAT.

Transfer of Field Positions

The structure of DAS-Fiscal through 2012 has included a number of "field staff" that technically report to the Fiscal and Budget Administrator, but provide fiscal management services to other departments. This results in an inconsistent structure across the entire organization, as several other departments such as Courts, Parks, the Sheriff, and others have their own "in-house" fiscal staff. In order to standardize the reporting structure of fiscal and staff countywide, budget authority and management responsibility for following positions are transferred out of DAS-Fiscal and into their "home" departments:

- 1.0 FTE Budget Manager-Aging is transferred to the Department on Aging.
- 1.0 FTE Fiscal and Budget Manager-Highways is transferred to the Department of Transportation-Highways Division.
- 1.0 FTE Budget and Policy Administrator, 1.0 FTE Fiscal and Management Analyst II, and 1.0 FTE Fiscal and Management Analyst III are transferred to the Department of Health and Human Services.
- 1.0 FTE Fiscal and Management Analyst III is transferred to the DHHS -Behavioral Health Division.

Indirect Fringe Benefit costs and crosscharges to these departments are eliminated, for a net levy shift of \$38,841.

Creation of CountySTAT

\$178,864

Milwaukee County currently utilizes an incremental, line item budget system that is department based. There are several weaknesses with this approach:

- Resources are allocated largely on prior year levels, rather than the true programmatic need. As a result, there is a high likelihood of a misallocation of resources.
- Specific expenditure and revenue line items may be analyzed, but there is no linkage to throughput or outcome measures. Consequently, drivers of expenditure and revenue changes can be analyzed, but service level impacts are not appropriately scrutinized.
- Per unit cost of services provided as well as related efficiency and effectiveness measures cannot be determined without linkages to outputs and outcomes. Benchmarking to experience, peers or standards cannot occur.
- Finally, a departmental focus does not lend to the assessment of specific programs within departments. It is difficult to identify duplication of service delivery due to a lack of identification of programmatic outcomes.

An analysis of high-performance units of local government has been undertaken, and a proposal to restructure the Fiscal and Strategic Services section was requested during the September 2012 Board Cycle. The goal of the proposal is to implement a long-range, strategic fiscal and management analysis regime that incorporates performance measurement and management, and a focus on long-term capital asset needs. The process is modeled on that used by the City of Baltimore, MD, King County, Washington (Seattle), and the City of Milwaukee, WI, which all utilize a form of "CountySTAT or CitySTAT."

COUNTY EXECUTIVE'S 2013 BUDGET**DEPT: DAS-Admin and Fiscal Affairs****UNIT NO. 1151**
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The goal of this proposal is to provide policymakers with enhanced data for decision-making purposes, and to provide additional transparency on performance to the public.

The proposal would reclassify three existing Fiscal and Management Analyst III positions into three higher-level positions that would, in addition to existing duties of a Fiscal and Management Analyst, be responsible for implementing CountySTAT: 1.0 FTE Fiscal and Strategic Planning Coordinator, 1.0 FTE Fiscal and Performance Management Coordinator, and 1.0 FTE Fiscal and Strategic Asset Coordinator. This request is fully funded under the 2013 budget.

If the reclassification request was not approved in 2012, this Budget provides that 1.0 FTE Fiscal and Strategic Planning Coordinator, 1.0 FTE Fiscal and Performance Management Coordinator, and 1.0 FTE Fiscal and Strategic Asset Coordinator will be created and 3.0 FTE Fiscal and Management Analyst III positions will be abolished upon vacancy.

In order to provide additional fiscal and management analysis capacity, 2.0 FTE Fiscal and Management Analyst I positions are created and funded, with an active personal service cost of \$135,724.

Reimbursement Program**(\$107,168)**

In 2013, additional administrative overhead costs are charged to the reimbursement program (collections) based on actual utilization of staff resources. Charges to user departments increase by \$77,535, or 43 percent, to \$258,628. These charges are offset by increased revenue realized by the privatized collections contract, which has seen significant improvement since the assignment to a new vendor. Total TRIP collections increase countywide by \$90,033, or 16 percent, from \$550,058 to \$640,091.

BUDGET SUMMARY				
Account Summary	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Personal Services (w/o EFB)	\$ 2,560,503	\$ 2,938,584	\$ 1,259,920	\$ (1,678,664)
Employee Fringe Benefits (EFB)	1,909,714	1,968,152	695,796	(1,272,356)
Services	102,206	86,233	82,855	(3,378)
Commodities	10,912	10,693	6,293	(4,400)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	581,602	582,814	336,538	(246,276)
Abatements	(1,081,806)	(1,001,289)	(925,979)	75,310
Total Expenditures	\$ 4,083,131	\$ 4,585,187	\$ 1,455,423	\$ (3,129,764)
Direct Revenue	78,867	70,000	0	(70,000)
State & Federal Revenue	0	7,412	0	(7,412)
Indirect Revenue	0	0	0	0
Total Revenue	\$ 78,867	\$ 77,412	\$ 0	\$ (77,412)
Direct Total Tax Levy	4,004,264	4,507,775	1,455,423	(3,052,352)

COUNTY EXECUTIVE'S 2013 BUDGET

DEPT: DAS-Admin and Fiscal Affairs

UNIT NO. 1151
FUND: General - 0001

PERSONNEL SUMMARY				
	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Position Equivalent (Funded)*	42.7	44.1	15.2	(28.9)
% of Gross Wages Funded	93.0	97.4	100.0	2.6
Overtime (Dollars)	\$ 4,476	\$ 0	\$ 0	\$ 0
Overtime (Equivalent to Position)	0.7	0.0	0.0	0.0

* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Fiscal & Mgmt Analyst 1	12240	Fund	2	2.0	Fiscal and Strategic Affs	\$ 85,692
Fiscal & Mgmt Analyst 2	12230	Transfer Out	(1)	(1.0)	Fiscal and Strategic Affs	(58,690)
Fiscal & Mgmt Analyst 3	12220	Transfer Out	(2)	(2.0)	Fiscal and Strategic Affs	(141,328)
Fisc & Bud Mgr-Hwy	76170	Transfer Out	(1)	(1.0)	Fiscal and Strategic Affs	(68,027)
Budget Mgr-Aging	76160	Transfer Out	(1)	(1.0)	Fiscal and Strategic Affs	(80,390)
Budget & Policy Admin	86260	Transfer Out	(1)	(1.0)	Fiscal and Strategic Affs	(80,390)
Fiscal & Mgmt Analyst 3	12220	Abolish*	(3)	(3.0)	Fiscal and Strategic Affs	(236,754)
Fiscal & Strat Plan Coord	Z0031	Create*	1	1.0	Fiscal and Strategic Affs	90,532
Fiscal & Perf Mgmt Coord	Z0032	Create*	1	1.0	Fiscal and Strategic Affs	90,532
Fiscal & Strat Asset Coord	Z0033	Create*	1	1.0	Fiscal and Strategic Affs	90,532
TOTAL						\$ (308,291)

*Contingent upon requests in 2012. If these requests are approved in 2012, these actions are not necessary. If necessary, positions would be abolished upon vacancy.

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 severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."