General Administration

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2008 Actual	2009 Adopted Budget	2009 Estimate	2010 Budget	Change from 2009 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)	$19,037,917	$19,438,040	$18,762,760	$20,015,621	$577,581	3.0%
County Tax Levy (c)	$1,383,546	$953,824	$953,824	$777,836	($175,988)	-18.5%
Expenditure (b)	$19,220,705	$20,486,864	$20,268,398	$20,888,457	$401,593	2.0%
Rev. Over (Under) Exp.	$346,110	-	($456,787)	-	-	N/A
Oper Income/(Loss) (d)	$854,648	($95,000)	($95,000)	($95,000)	-	0.0%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$14,807	$10,500	$12,500	$10,500	$0	0.0%
County Tax Levy	$534,144	$548,569	$548,569	$548,569	$0	0.0%
Expenditure	$480,931	$559,069	$525,196	$559,069	$0	0.0%
Rev. Over (Under) Exp.	$68,020	-	$35,873	-	-	N/A
COUNTY BOARD						
Revenues	$48,767	$0	$66,750	$0	$0	N/A
County Tax Levy	$1,340,437	$1,314,173	$1,314,173	$1,310,373	($3,800)	-0.3%
Expenditure	$1,171,917	$1,314,173	$1,240,041	$1,310,373	($3,800)	-0.3%
Rev. Over (Under) Exp.	$217,287	-	$140,882	-	-	N/A
COUNTY CLERK						
Revenues (a)	$335,684	$233,100	$218,250	$265,610	$32,510	13.9%
County Tax Levy	$315,378	$283,970	$283,970	$300,102	$16,132	5.7%
Expenditure	$652,815	$517,070	$495,739	$565,712	$48,642	9.4%
Rev. Over (Under) Exp.	($1,753)	-	$6,481	-	-	N/A
COUNTY TREASURER						
Revenues	$8,021,572	$8,210,553	$7,465,766	$8,060,139	($150,414)	-1.8%
County Tax Levy (c)	($7,493,463)	($7,556,440)	($7,556,440)	($7,418,719)	$137,721	-1.8%
Expenditure	$574,742	$654,113	$627,639	$641,420	($12,693)	-1.9%
Rev. Over (Under) Exp.	($46,633)	-	($718,313)	-	-	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	$10,208,072	$10,539,443	$10,553,769	$11,225,042	$685,599	6.5%
County Tax Levy	$5,720,685	$5,370,345	$5,370,345	$5,036,323	($334,022)	-6.2%
Expenditure (b)	$15,001,360	$16,004,788	$15,943,567	$16,356,365	$351,577	2.2%
Rev. Over (Under) Exp.	$72,749	-	$75,574	-	-	N/A
Oper Income/(Loss) (d)	$854,648	($95,000)	($95,000)	($95,000)	-	0.0%
CORPORATION COUNSEL						
Revenues (a)	$409,015	$444,444	$445,725	$454,330	$9,886	2.2%
County Tax Levy	$966,365	$993,207	$993,207	$1,001,188	$7,981	0.8%
Expenditure	$1,338,940	$1,437,651	$1,436,216	$1,455,518	$17,867	1.2%
Rev. Over (Under) Exp.	$36,440	-	$2,716	-	-	N/A

(a) The 2010 Budget includes a total of $1,862,896 of Fund Balance appropriations, which includes $900,061 for the DOA End User Technology Program, $27,958 for DOA Records Management, $612,354 for DOA Risk Management, $39,006 for DOA Communications, $221,517 for DOA Collections, $47,000 for the County Clerk and $15,000 for Corporation Counsel General Fund. The 2009 Budget includes a total of $1,856,611 of Fund Balance appropriations, which includes $972,985 for the DOA End User Technology program, $29,606 for DOA Records Management, $594,864 for DOA Risk Management, $29,987 for DOA Communications, $205,616 for DOA Collections, $8,553 for DOA Mail Services and Copier Replacement and $15,000 for Corporation Counsel General Fund.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. Total 2010 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund, $432,214. Total 2009 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $464,113.

(c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.

(d) 2008 Actual Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

GENERAL ADMINISTRATION

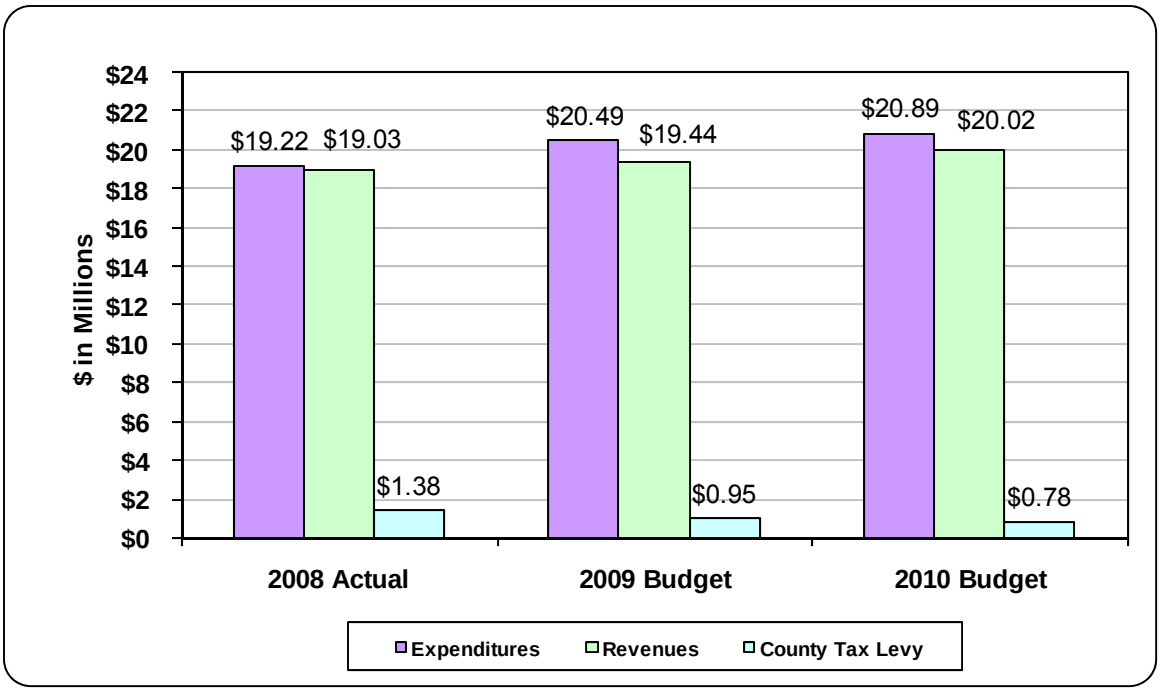
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive**, **County Board, County Clerk,** and **County Treasurer**.

The agencies that provide central administrative support include: the **Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following proprietary fund operations: **Risk Management**, **Collections**, and **Communications**. The **End User Technology Fund** is an internal service fund that performs the County's information technology and records management functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County agencies, boards, commissions, and committees.

General Administration related operations and projects included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2010 Expenditure Budget for this functional area totals $20,888,457, after adjustments to exclude proprietary fund capitalized fixed asset items. This is an increase of $401,593 or 2.0% from the 2009 Adopted Budget. Budgeted revenues, including $1,862,896 of fund balance appropriations, total $20,015,621, an increase of $577,581 or 3.0% from the 2009 Adopted Budget. The Tax Levy necessary to fund this functional area totals $777,836, a decrease of $175,988 or 18.5% from the 2009 Adopted Budget.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes from the 2009 Budget include:

- The **County Board** Chairman and staff work with Local Government Institute issues such as identifying sources of revenue or revenue structures that could supplant or supplement the property tax and identify changes in local government structure or relationships to promote efficiency in the delivery of local government services. Staff also serves on the Supreme Court Policy and Planning Committee and Criminal Justice Committees to focus on cost reductions for county services while maintaining public safety.
- The **County Clerk**'s Office budget includes $47,000 in appropriated General Fund Balance to cover one-time election costs anticipated in even numbered years (2010), due to higher election activity expected during the 2010 mid-term election year. Fund Balance is not appropriated during odd-numbered election years, related to lower election activity.
- The **Office of the Treasurer** revenues include an estimated decrease in investment income of $400,000 to $5,350,000 as lower rates of return experienced in 2009 are expected to continue into 2010. Agricultural Use Conversion penalties are budgeted to decrease by $85,000 to $130,000 reflecting estimated lower receipts from agricultural land use conversions fees based on a slow down of land development. Penalties and interest on delinquent taxes are budgeted to increase by $124,000 to $800,000 and $248,000 to $1,600,000, respectively, due to higher levels of delinquent tax receipts in 2009.
- **DOA-General Fund** personnel costs and corresponding grant revenues include $106,679 added to the base budget for a Workforce Development Center (WDC) Coordinator position, created during 2009 through enrolled ordinance (164-21). This regular full-time position will provide improved coordination between agencies and replaces a contracted third-party coordinator position which frequently turned over.
- Tax Levy Support for the **DOA-End User Technology Fund (EUTF)** decreases by $385,373 to $779,872, mostly due to shifting approximately $350,000 in tax levy from the End User Technology program out to departments to help limit the impact of cost increases being phased into departments' budgets. EUTF charges to departments overall are increasing due to the phasing in of full-cost of technology resources being used, based on the new charging methodology. The End User Technology budget limited overall expenditure increases to $26,582 or less than 1%.
- **DOA-Risk Management** division operating expenditures increase by $126,349 to $2,101,693, mostly due to an increase in estimated worker's compensation claims and anticipated future loss reserve expenses by $100,000, based primarily on an increase in current-year self-insured claims and historical trends. These claims expenses are largely funded through interdepartmental chargebacks to Departments, based on their claims experience.
- **DOA-Collections** division will continue to pay back General Fund Tax Levy of $95,000. Since 2000, the Collection fund has paid $820,000 back to the General Fund reducing the overall County levy to repay startup funding and indirect charges not assessed in prior years. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable.

BUDGETED POSITIONS 2008-2010
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2008 Actual	2009 Adopted Budget	2009 Modified Budget	2010 Budget	09-10 Change
COUNTY EXECUTIVE	General	4.50	4.50	4.50	4.50	-
COUNTY BOARD	General	8.00	8.00	8.00	8.00	-
COUNTY CLERK	General	4.00	4.00	4.00	4.00	-
TREASURER	General	6.00	6.00	6.00	6.00	-
DEPT. OF ADMINISTRATION	General	51.25	50.75	51.35	51.60	0.85
	End User Technology	26.20	27.45	27.45	26.60	(0.85)
	Risk Management	3.20	3.20	3.20	3.20	-
	Communications	2.35	2.35	2.35	2.35	-
	Collections	4.75	5.75	5.75	5.75	-
	Subtotal Dept. of Admin.	87.75	89.50	90.10	89.50	0.00
CORPORATION COUNSEL	General	11.40	11.40	11.40	11.40	-
TOTAL REGULAR POSITIONS		121.65	123.40	124.00	123.40	-
TOTAL EXTRA HELP		13.22	10.24	10.64	12.09	1.85
TOTAL OVERTIME		0.25	0.18	0.16	0.14	(0.04)
TOTAL BUDGETED POSITIONS		135.12	133.82	134.80	135.63	1.81

2010 BUDGET ACTIONS

County Clerk
Increase Extra Help by 0.72 FTE

Treasurer
Increase Extra Help by 0.06 FTE

Department of Administration - General Fund
Transfer 0.15 FTE Informations Systems Manager from DOA General Fund to End User Technology Fund
Decrease Extra Help 0.04 FTE
Decrease Overtime 0.02 FTE

Department of Administration - End User Technology Fund
Transfer 0.15 FTE Information Systems Manager from DOA-General Fund into End User Technology Fund
Abolish: 1.00 FTE Clerk I in Records Management
Increase Extra Help 1.58 FTE in Records Management
Decrease Extra Help 0.47 FTE in the End User Technology Program

Department of Administration - Communications Fund
Reduce Overtime 0.02 FTE

2009 CURRENT YEAR ACTIONS

County Clerk
Increase Extra Help by 0.45 FTE

Department of Administration - General Fund
Create 1.00 FTE Workforce Development Center Coordinator (approximately 0.60 FTE funded for partial year 2009)

For additional detail see the Budgeted Position Summary included with each agency detail summary.

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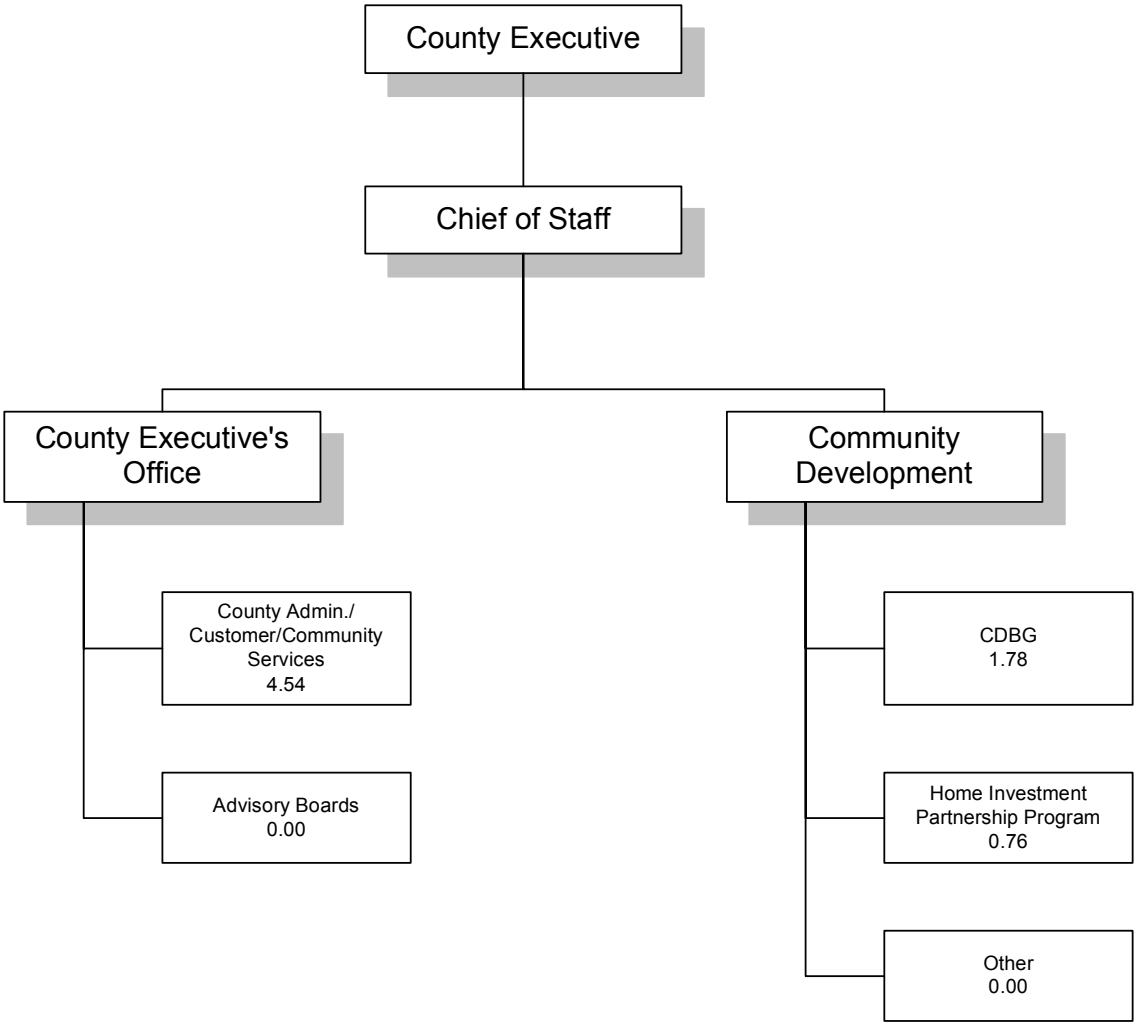
County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



7.08 Total FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

County Executive

Statement of Purpose

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. In partnership with the County Board of Supervisors and boards and commissions, County government policy is established. In addition, the County Executive is also responsible for overseeing the activities of the Community Development programs.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate (a)(b)	2010 Budget	Change From 2009 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$11,227	$10,500	$10,500	$10,500	$0	0.0%
Appr. Fund Balance (b)	$3,580	$0	$2,000	$0	$0	N/A
County Tax Levy	**$534,144**	**$548,569**	**$548,569**	**$548,569**	**$0**	**0.0%**
Total Revenue Sources	**$548,951**	**$559,069**	**$561,069**	**$559,069**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$434,310	$475,959	$453,208	$475,939	($20)	0.0%
Operating Expenses	$28,100	$55,723	$49,038	$55,359	($364)	-0.7%
Interdept. Charges	$18,521	$27,387	$22,950	$27,771	$384	1.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$480,931**	**$559,069**	**$525,196**	**$559,069**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$68,020	-	$35,873	-	-	N/A

Position Summary (FTE)					
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help	0.04	0.04	0.04	0.04	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	4.54	4.54	4.54	4.54	0.00

(a) The Revenue primarily relates to the County Executive award luncheon.

(b) Appropriated Fund Balance for the 2009 estimate includes a approved carry over from the 2008 Budget to 2009. Appropriated fund balance in 2008 Actuals includes an approved carry over of $3,580 from the 2007 Budget to 2008.

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

Key Outcome Indicator: The bond rating status is reflective of the County's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2008 Actual	2009 Actual	2010 Target
County's Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

County-Wide Key Strategic Objective: A county that provides customers with quality programs and services

Objective 2: Provide constituents with timely, courteous and professional assistance and service.

Key Outcome Indicator: Percent of positive, unsolicited responses generated from the Citizen Comment Card above the department standard of 80%.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Percent of positive survey responses	85%	80%	85%	85%

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 3: The County tax increase for the average house will be less than inflation as measured by the Core Consumer Price Index –Urban (CPI-U) from year ending June 30th of the year the budget is prepared.

Key Outcome Indicator: Year to year tax bill Inflation cap for the average house.

Performance Measure:	2007/2008 Budget	2008/2009 Budget	2009/2010 Budget
CPI-U core (less food and energy) % of Annual Change (Prior year)	2.4%	2.6%	1.8%
Tax increase % on average house	0.0%	0.5%	1.2%

The Core CPI-U is for the year ending June 30th the year prior to the budget. The annual change reflects the tax bill for the budget year.

Objective 4: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County's equalized value.

Performance Measure	2007 Actual	2008 Actual	2009 Actual	2010 Actual
$ Amount of New Construction *	$1.2 billion	$1.0 billion	$980.6 million	$630.1 million
% of Change	2.7%	2.1%	1.9%	1.2%

**Amounts shown are prior year values for the subsequent year budget.*

Objective 5: The County Executive's office will oversee the departments of Public Works and the Airport as they explore organizational and service efficiencies, enhancements, and alignments that might be achieved as a result of merging. The County Executive's office will review the recommendations and findings in the second quarter of 2010, for consideration in developing the 2011 Budget.

County Administration/Customer/Community Services

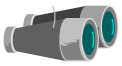
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The County Executive is responsible for the preparation of strategic plans, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive also has responsibility for directing the Community Development functions. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

	2008 Actual	2009 Budget	2009 Estimate (a)	2010 Budget	Budget Change
Staffing (FTE)	**4.54**	**4.54**	**4.54**	**4.54**	**0.00**
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$11,227	$10,500	$10,500	$10,500	$0
Appr. Fund Balance (b)	$3,580	$0	$2,000	$0	$0
County Tax Levy	**$499,025**	**$513,450**	**$513,450**	**$513,450**	**$0**
Total Revenues	**$513,832**	**$523,950**	**$525,950**	**$523,950**	**$0**
Personnel Costs	$416,865	$451,364	$428,613	$451,344	($20)
Operating Expenses	$21,291	$45,199	$38,514	$44,835	($364)
Interdept. Charges	$18,521	$27,387	$22,950	$27,771	$384
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$456,677**	**$523,950**	**$490,077**	**$523,950**	**$0**
Rev. Over (Under) Exp.	$57,155	-	$35,873	-	-

(a) The revenue primarily relates to the County Executive award luncheon.
(b) Appropriated Fund Balance for the 2009 estimate includes an approved carry over from the 2008 Budget to 2009



Program Highlights

Overall, the budgeted expenditure appropriations and revenues are unchanged in the 2010 Budget. Personnel costs reflect slightly less salary costs related to a turnover of the Executive Assistant position mostly offset by higher health insurance costs and normal salaries and benefits costs to continue for the other positions.

Activity Data

	2008 Actual(b)	2009 Budget	2009 Estimate (c)	2010 Budget
Dept. Heads Reporting to County Exec	10	10	10	8
Funding quality services and keeping taxes low by limiting administrative support costs.				
Percent of County Property Taxes Spent on Administration.	<1%	<1%	<1%	<1%
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases or newsletters.				
No. of news releases or electronic newsletters drafted and distributed by the County Executive's Office. (a) (b) (c)	61	52	70	52

(a) Does not include news releases drafted by departments for County Executive's Office review.
(b) High count of news releases in 2008 are attributed to two disasters: Measles & Rubella outbreaks and severe flooding
(c) High count of news releases in 2009 are attributed to the outbreak of the H1N1 Influenza Virus

Advisory Boards

Program Description

The County Executive has the authority to appoint Department heads and all members of boards and commissions. The Boards and Commissions advise the County Executive and Departments on policy issues.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$35,119**	**$35,119**	**$35,119**	**$35,119**	**$0**
Total Revenues	**$35,119**	**$35,119**	**$35,119**	**$35,119**	**$0**
Personnel Costs	$17,445	$24,595	$24,595	$24,595	$0
Operating Expenses	$6,809	$10,524	$10,524	$10,524	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$24,254**	**$35,119**	**$35,119**	**$35,119**	**$0**

Rev. Over (Under) Exp.	$10,865	-	-	-	-

Program Highlights

2010 expenses for the Boards and Commissions per diems and other related expenses are budgeted at the same level as in the 2008 budget.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

	Boards & Commissions Members		Avg. Meetings
	Co. Board	Citizens	Per Month
Health & Human Services Board	5	5	1.4
Park & Planning Commission	3	6	1.0
Aging and Disability Resource Center Advisory Board	1	12	1.0
Federated Library Board	2	5	1.0
Housing Authority	2	3	0.33
Wisconsin River Rail Transit Commission	1	2	0.33
Airport Commission	1	4	1.0
Board of Adjustment	0	6	1.0
Ethics Board	0	4	As needed

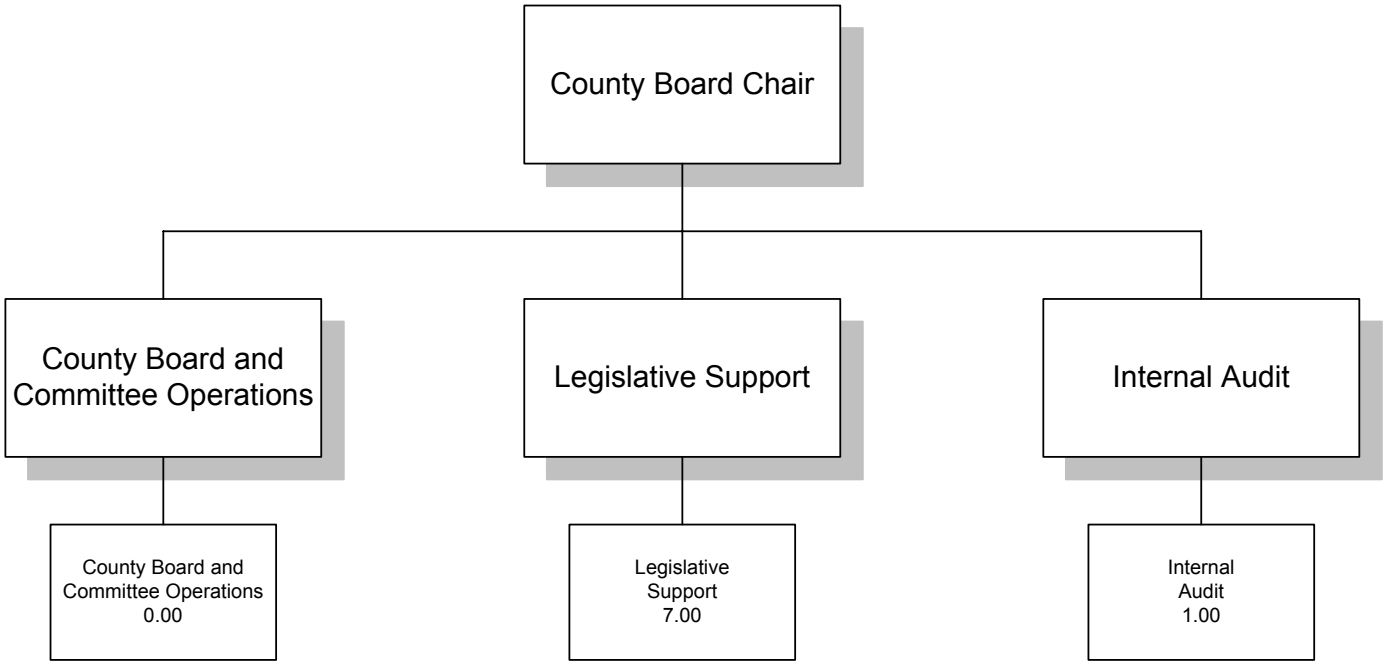
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the CDBG budget and the Veteran Service Commission which is included in the Veteran Services office budget.

Also, employees are appointed to the Future Parkland Standing Committee; Superior Emerald Park Standing Committee , Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



8.00 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

County Board

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, welfare and quality of the life of the people of Waukesha County in a fiscally responsible manner.

The legislative body of the County is the Board of Supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the Board elects a Chairperson, First Vice-Chairperson, and Second Vice-Chairperson as officers of the County Board. There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Personnel Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the Internal Audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$48,767	$0	$66,750	$0	$0	N/A
County Tax Levy	**$1,340,437**	**$1,314,173**	**$1,314,173**	**$1,310,373**	**($3,800)**	**-0.3%**
Total Revenue Sources	**$1,389,204**	**$1,314,173**	**$1,380,923**	**$1,310,373**	**($3,800)**	**-0.3%**
Expenditures						
Personnel Costs	$1,017,270	$1,043,249	$1,018,554	$1,043,622	$373	0.0%
Operating Expenses	$127,547	$236,189	$189,865	$236,049	($140)	-0.1%
Interdept. Charges	$27,100	$34,735	$31,622	$30,702	($4,033)	-11.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,171,917**	**$1,314,173**	**$1,240,041**	**$1,310,373**	**($3,800)**	**-0.3%**
Rev. Over (Under) Exp.	$217,287	-	$140,882	-	-	N/A

Position Summary (FTE)					
Regular Positions	8.00	8.00	8.00	8.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	8.00	8.00	8.00	8.00	0.00

(a). General Fund Balance of $48,767 is related to a 2007 carryover from the 2007 Budget to the 2008 Budget in the Internal Audit Program for a contract transit audit. General Fund Balance of $66,750 is related to a 2008 purchase order which carried over expenditure authority from the 2008 Budget to the 2009 Budget in the Internal Audit Program for a contract Information Technology Risk Assessment and Network Operations audit.

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management policy and practices to help lower borrowing costs and tax rate.

Key Outcome Indicator: The bond rating status is reflective of the county's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2007 Actual	2008 Actual	2009 Target	2010 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: Continued growth in the County's equalized value.

Performance Measure:	2007 Budget	2008 Budget	2009 Budget	2010 Budget
Equalized values* (including Tax Incremental Districts (TID))	$49.5 billion	$51.99 billion	$53.06 billion	$52.11 billion

**Amounts shown are prior year values for the subsequent year budget.*

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 3: Complete operational, performance and financial audits to promote efficiency and economy, adequate internal controls, and implementation of best practices. (Internal Audit)

Complete audits in the areas of the Department of Health and Human Services (billing system), Public Works Fleet operations, and Information Services.

Key Outcome Indicator: Bond rating measures efficacy, efficiency, best practices and cost effectiveness of services (See county bond rating above).

Legislative Support

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Provides for the directing of the day-to-day activities of the County Board's professional, audit, and secretarial staff; support to the seven standing committees; legislative and lobbying effort for the County; and research, analysis, evaluation, and recommendations to the County Board and its committees.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$678,144**	**$687,799**	**$687,799**	**$689,861**	**$2,062**
Total Revenues	**$678,144**	**$687,799**	**$687,799**	**$689,861**	**$2,062**
Personnel Costs	$594,835	$634,067	$617,254	$633,145	($922)
Operating Expenses	$17,101	$30,014	$24,193	$30,014	$0
Interdept. Charges	$19,770	$23,718	$23,152	$26,702	$2,984
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$631,706**	**$687,799**	**$664,599**	**$689,861**	**$2,062**
Rev. Over (Under) Exp.	$46,438	-	$23,200	-	-

Program Highlights

- Personnel costs for 7.00 FTE employees reflect an estimated increase in salaries by $5,700 or 1.25% to about $460,670 largely offset by a decrease in budgeted employee benefit costs by an estimated $6,625. Salary and employee benefit cost increases are lower due to turnover within the office from a 2008 retirement. In 2009, the department filled the position at a lower salary and benefit level than planned in the 2009 Budget.

- Interdepartmental charges increase by $2,984 mainly due to a $3,308 increase in End User Technology fund charges to phase in the total cost of technology ownership. This increase is partially offset by a $324 decrease in interdepartmental telephone charges to $4,350 mainly due to a $300 reduction in variable telephone expenses to be closer to actual expenditure levels.

- Reduction in the number of county board committee minutes prepared is offset by the additional workload taken on by county board support staff to prepare minutes for the Criminal Justice Collaborating Council as well as its committees and workgroups.

- Expenses stabilize due to staff advisement to officials about critical financial and governmental impacts of the state budget. Chairman and staff work with Local Government Institute issues, Supreme Court Policy and Planning Committee and Criminal Justice Committees focusing on cost reduction while maintaining public safety.

Activity-Workload Data	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Committee agenda/minutes prepared	210	300	260	275	(25)
Advisement to committees by staff	263	275	275	275	0
Staff participating in community events/mtgs/confs.	117	110	115	110	0
Meetings w/Legislators/Advisory groups	239	225	225	225	0

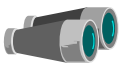
County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Provide funds for the personnel and direct costs associated with the twenty-five County Board supervisors, its committees, and the professional associations to which it belongs.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$412,697**	**$375,358**	**$375,358**	**$375,251**	**($107)**
Total Revenues	**$412,697**	**$375,358**	**$375,358**	**$375,251**	**($107)**
Personnel Costs	$292,712	$274,936	$266,797	$275,416	$480
Operating Expenses	$49,768	$95,875	$61,422	$95,835	($40)
Interdept. Charges	$1,638	$4,547	$2,000	$4,000	($547)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$344,118**	**$375,358**	**$330,219**	**$375,251**	**($107)**
Rev. Over (Under) Exp.	$68,579	-	$45,139	-	-



Program Highlights

- Personnel costs are estimated to increase $480 to $275,416 mainly due to an increase in the County's required contribution for the Wisconsin Retirement System.
- Operating expenses include consulting expenditure appropriations that are generally used for pressing issues that unexpectedly arise and are deemed important to immediately address.
- Interdepartmental postage charges are decreasing by $547 due to the reduction in the number of county board meetings from two meetings a month to one meeting a month resulting in fewer packet mailings.
- Related operating expenses, interdepartmental charges and work plans are designed to streamline board operations and facilitate the transition to a new county board elected April 2010. Budget adjustments reflect challenging external economic environment and state funding limitations.
- County board approves stimulus funding relating to capital projects, a capital plan and operating budget to promote stable debt ratings as well as economic growth throughout the County.

Activity-Workload Data	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Ordinances/Resolutions considered	179	150	150	150	0
County Board meetings attended	263	275	280	275	0
Standing Committee meetings attended	729	750	800	750	0

Internal Audit

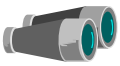
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Internal Audit is an independent function of the legislative branch of the County, and is responsible for conducting operational, performance and financial audits of County operations for the purpose of promoting efficiency, economy, and adequate internal controls.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$48,767	$0	$66,750	$0	$0
County Tax Levy	**$249,596**	**$251,016**	**$251,016**	**$245,261**	**($5,755)**
Total Revenues	**$298,363**	**$251,016**	**$317,766**	**$245,261**	**($5,755)**
Personnel Costs	$129,723	$134,246	$134,503	$135,061	$815
Operating Expenses (a)	$60,678	$110,300	$104,250	$110,200	($100)
Interdept. Charges	$5,692	$6,470	$6,470	$0	($6,470)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$196,093**	**$251,016**	**$245,223**	**$245,261**	**($5,755)**
Rev. Over (Under) Exp.	$102,270	-	$72,543	-	-

(a). General Fund Balance of $48,767 is related to a 2007 carryover from the 2007 Budget to the 2008 Budget in the Internal Audit Program for a contract transit audit. General Fund Balance of $66,750 is related to a 2008 purchase order which carried over expenditure authority from the 2008 Budget to the 2009 Budget in the Internal Audit Program for a contract Information Technology Risk Assessment and Network Operations audit.



Program Highlights

- In 2008, the Internal Audit Division invested in Audit Leverage software for approximately $3,900 to replace existing Lotus Notes audit software which eliminated its need for its own dedicated server. This software purchase reduces their End User Technology costs and therefore End User Technology charge backs are reduced by $5,650.
- Operating expenses remain stable and include contracted audit costs.
- Interdepartmental charges for the Internal Audit program were End User Technology charges. For 2010, all End User Technology Charges are being budgeted under the Legislative Support program for ease of administration.
- Audits help ensure safeguarding of county assets, efficiency, management integrity and reliability by identifying cost effective controls throughout county operations. Audit recommendations improve operations that assist administration, supervisors and taxpayers of Waukesha County. Anticipated 2010 audits include the Department of Health and Human Services billing system, Public Works Fleet operations and Information Systems.

Activity-Workload Data	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Audits of department activities*	3	4	4	4	0
Consult with departments to assist in various projects*	0	3	3	2	(1)
Follow-up of Internal Audit and external auditor's recommendations	1	1	1	1	0
Assist in completion of single audit work performed by external auditors	1	1	1	1	0

** The measures above have been restated to more accurately reflect department activities.*

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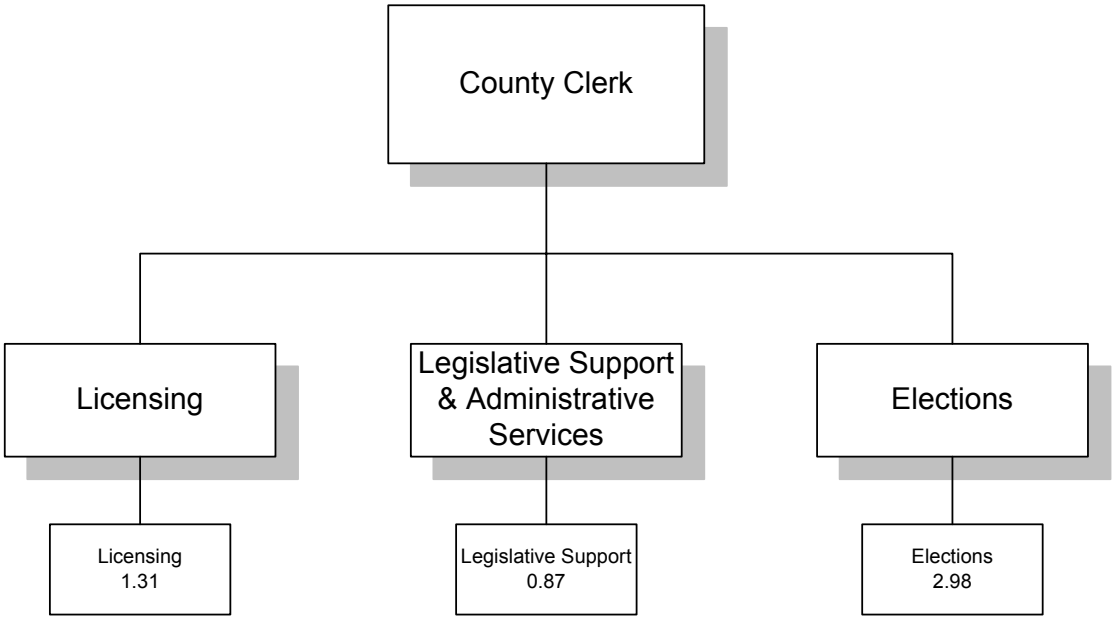
County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.16 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

County Clerk

Statement of Purpose

The Waukesha County electorate chooses the County Clerk, which is a State Constitutional Officer defined by Wisconsin Statutes, every two years. The County Clerk's two main statutory duties are to act as the Waukesha County Election Commissioner and Clerk of the Waukesha County Board.

Financial Summary	2008 Actual	2009 Budget	2009 Estimate (c)	2010 Budget (a)(b)	Change From 2009 Adopted Budget $	%
Revenues						
General Government	$57,357	$55,000	$55,000	$55,000	$0	0.0%
Fine/Licenses	$147,852	$166,160	$154,960	$154,960	($11,200)	-6.7%
Charges for Services	$9,496	$9,840	$6,890	$7,250	($2,590)	-26.3%
Interdepartmental	$470	$300	$300	$300	$0	0.0%
Other Revenue	$509	$1,800	$1,100	$1,100	($700)	-38.9%
Appr. Fund Balance (a)	$120,000	$0	$0	$47,000	$47,000	N/A
County Tax Levy (b)	**$315,378**	**$283,970**	**$283,970**	**$300,102**	**$16,132**	**5.7%**
Total Revenue Sources	**$651,062**	**$517,070**	**$502,220**	**$565,712**	**$48,642**	**9.4%**
Expenditures						
Personnel Costs (c)	$337,730	$320,619	$335,740	$351,083	$30,464	9.5%
Operating Expenses (a)	$274,731	$138,326	$128,391	$183,606	$45,280	32.7%
Interdept. Charges (b)(c)	$34,854	$58,125	$31,608	$31,023	($27,102)	-46.6%
Fixed Assets	$5,500	$0	$0	$0	$0	N/A
Total Expenditures	**$652,815**	**$517,070**	**$495,739**	**$565,712**	**$48,642**	**9.4%**
Rev. Over (Under) Exp.	($1,753)	-	$6,481	-	-	N/A
Position Summary (FTE) (d)						
Regular Positions	4.00	4.00	4.00	4.00	0.00	
Extra Help	1.37	0.44	0.89	1.16	0.72	
Overtime	0.02	0.00	0.00	0.00	0.00	
Total FTEs	**5.39**	**4.44**	**4.89**	**5.16**	**0.72**	
Shared Position (d)	0.29	0.50	0.07	0.00	(0.50)	
Total FTEs and & Shared Position	**5.68**	**4.94**	**4.96**	**5.16**	**0.22**	

(a) 2010 budget includes one-time General Fund Balance appropriation of $47,000 for higher estimated one-time expenditures related to higher expected 2010 Election activities.

(b) Tax levy of $332 is being shifted from the End User Technology Fund, for technology expenditures increases above 3%, to cover the partial phasing-in of the full-cost of computer ownership charging method, to better reflect technology resources being used by Departments, recommended by Internal Audit.

(c) 2009 estimate for personnel costs exceeds the adopted budget, due to a mid-year funds transfer budget modification, which shifts $15,400 of interdepartmental charge appropriations (for a shared position in the Treasurer's Office) to personnel costs, to cover higher than budget use of temporary extra help and related benefit costs.

(d) Total FTE counts for the 2008 actual, the 2009 budget and 2009 estimate do not include staff resources from shared clerical position, which is budgeted for in the Treasurer's Office and charged back through interdepartmental appropriations. This arrangement with the Treasurer's Office is being discontinued during 2009, and available funds are instead budgeted in 2010 to cover an equivalent level of temporary extra help assistance (estimated at 0.45 FTE of the total 0.72 FTE increase).

County Clerk's Mission is to:

- *manage specific licenses for the County that are mandated by State law & County ordinance*
- *maintain a strong working relationship with all County departments and municipalities*
- *utilize existing technologies to improve efficiency*
- *embrace fiscally responsible practices*
- *establish ongoing relationships and communication with elected officials at the Federal, State and local levels*
- *keep current with the changing election laws*
- *provide expedient and courteous service to our customer*

Licensing

Program Description

The County Clerk's Office issues marriage licenses and domestic partnership licenses to County residents or out of state customers who are eligible to marry under Wisconsin law; distributes dog licenses, tags and supplies to municipalities as mandated by State law; and accepts and forwards passport applications and all required materials to the U.S. State Department.

	2008 Actual	2009 Budget	2008 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**1.77**	**1.42**	**1.69**	**1.31**	**(0.11)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$147,852	$166,160	$154,960	$154,960	($11,200)
Charges for Services	$9,245	$9,640	$6,640	$7,000	($2,640)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenues	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit)	**($54,223)**	**($48,969)**	**($48,969)**	**($67,107)**	**($18,138)**
Total Revenues	**$102,874**	**$126,831**	**$112,631**	**$94,853**	**($31,978)**
Personnel Costs	$99,560	$93,272	$102,464	$71,145	($22,127)
Operating Expenses	$10,383	$9,293	$11,137	$12,178	$2,885
Interdept. Charges	$17,664	$24,266	$12,386	$11,530	($12,736)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$127,607**	**$126,831**	**$125,987**	**$94,853**	**($31,978)**
Rev. Over (Under) Exp.	($24,733)	-	($13,356)	-	-

Program Highlights

License revenue includes marriage license fee revenues of $114,960, which remains unchanged from the 2009 Budget. This assumes a decrease in newly issued marriage licenses by 10 (or $600) to 1,906 to be closer to the 3-year average of 1,896, offset by 60 re-issued licenses (budgeted at $600), reflecting a 3-year average of 51 licenses. However, license revenues from passport application fees decline by $11,200 to $40,000, due to declining passport activity, likely resulting from the economic recession, as fewer people are traveling out of the country. The tax levy credit generated by this program (to help fund other programs in the County Clerk's Office) increases by $18,138 to $67,107, due to program expenditure decreases described below.

Personnel costs allocated to this program decrease by $22,127 to $71,145, mostly due to reallocating out 0.50 FTE (about 1,040 hours) of regular staff positions to the Elections program to help cover higher workload anticipated with the 2010 elections, which decrease costs budgeted for this program by $36,125. This shift includes 0.30 FTE (about 620 hours) of an account clerk's staff time and 0.10 FTE of both the County Clerk's and the Deputy County Clerk's staff time, (about 210 hours each). This decrease is partially offset by an increase in temporary extra help by $10,995 or 0.39 FTE (about 810 hours) to provide additional staffing coverage as regular positions are planned to perform more elections-related work in 2010. Requested temporary extra help is also increasing to offset a reduction in staffing coverage resulting from discontinuing the sharing of a clerical position with the Treasurer's Office (FTE budgeted as a full-time position in the Treasurer's Office, charged back through interdepartmental appropriations).

Net interdepartmental charges decrease by $12,736 to $11,530, mainly due to the elimination of an interdepartmental chargeback from the Treasurer's Office for a shared clerical position, as mentioned above.

Activity-The chart shows the number of County Clerk issued licenses and applications by year.

	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Budget	Budget Change
Marriage Licenses (a)	1,977	1,856	1,853	1,916	1,906	(10)
Dog Licenses	18,994	18,573	18,556	18,500	18,500	0
Passports Applications	1,664	2,102	1,352	2,048	1,600	(448)

(a) Figure only includes newly issued marriage licenses, not re-issued licenses.

Program Description

Prepare and publish State statutory required legal election notices. Train inspectors and poll workers. Help with voter registration. Certify to local clerks, pertinent election data. Prepare and distribute ballots and other election supplies to local clerks. Prepare voting machine layouts for municipalities. Receive and tabulate election returns on election night. Canvass the results of all elections held for County, State, and Federal offices within the County. Respond to, and take appropriate action, when necessary, on all questions and complaints regarding the election process within the County and maintain the necessary records for Waukesha County collaborating municipalities in the Statewide Voter Registration System (SVRS) to maintain compliance with Federal election statutes.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**1.91**	**1.65**	**1.85**	**2.98**	**1.33**
General Government	$57,357	$55,000	$55,000	$55,000	$0
Charges for Services	$0	$50	$0	$0	($50)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$120,000	$0	$0	$47,000	$47,000
County Tax Levy	**$242,200**	**$212,359**	**$212,359**	**$304,966**	**$92,607**
Total Revenues	**$419,557**	**$267,409**	**$267,359**	**$406,966**	**$139,557**
Personnel Costs	$128,858	$124,164	$130,129	$223,580	$99,416
Operating Expenses (a)	$255,202	$121,468	$110,415	$167,803	$46,335
Interdept. Charges	$8,947	$21,777	$14,878	$15,583	($6,194)
Fixed Assets	$5,500	$0	$0	$0	$0
Total Expenditures	**$398,507**	**$267,409**	**$255,422**	**$406,966**	**$139,557**
Rev. Over (Under) Exp.	$21,050	-	$11,937	-	-

(a) 2010 budget includes one-time General Fund Balance appropriation of $47,000 for higher estimated one-time expenditures related to higher expected 2010 Election activities.

Program Highlights

General Government revenues, which consist of municipal reimbursements for election-related work, remain at the 2009 budget level of $55,000, mainly due to the relative stability of municipal election activity across even- and odd-numbered years (municipal primaries and general elections held during the winter and spring annually). General Fund Balance of $47,000 is budgeted to cover one-time costs related to the higher number of elections to be held in even-numbered years (2010). Tax levy budgeted in this program increases by $92,607 to $304,966, mostly due to an increase in personnel costs allocated to this program, described below.

Personnel costs increase $99,416 or 80% to $223,580, mostly due to an increase in allocations of full-time regular staff in this program by a total of 1.00 FTE, which increases estimated program costs by $88,505, reflecting higher workload anticipated for the 2010 elections. This allocation increase includes the County Clerk by 0.40 FTE (about 830 hours), and both the Deputy County Clerk and an account clerk by 0.30 FTE (about 620 hours), each. Higher personnel costs are also due to an increase in temporary extra help by $9,171 or 0.33 FTE (about 690 hours), to 0.58 FTE (about 1,200 hours) also to help cover the higher elections workload in 2010 and offsets the reduction in staffing coverage resulting from discontinuing the sharing of a clerical position with the Treasurer's Office.

Operating expenditures increase by $46,335 or 38% to $167,803, mostly due to higher one-time costs related to the higher number of election activities held in even-numbered years, as mentioned above. This increase includes ballot and miscellaneous election costs by $47,000 to $127,000 and legal notices increase by $15,000 to $25,000. This increase is partially offset by a decrease in contracted services budgeted to help implement the Statewide Voter Registration System (SVRS) by $9,490 to $795, since this work is planned to be covered by County-employed regular full-time and additional temporary extra help assistance, mentioned above.

Interdepartmental charges decrease by $6,194 to $15,583, mainly due to the elimination of an interdepartmental chargeback from the Treasurer's Office for a shared clerical position, as mentioned previously.

Activity

	2006	2007	2008	2009	2010 Est.
Number of Waukesha County Registered Voters	282,914	265,337	265,337	262,763	262,763

Legislative Support and Administrative Services

Program Description

Clerk of the County Board of Supervisors, custodian of all records of the Board and all other records as required to be filed by statutes. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support, including actively working on business continuity, the County accounting system, and annual budget for the Department. The County Clerk is responsible for posting agendas and minutes. Many times, the Office is the first place residents call to get transferred to the appropriate department.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**1.71**	**1.37**	**1.35**	**0.87**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$251	$150	$250	$250	$100
Interdepartmental	$470	$300	$300	$300	$0
Other Revenue	$509	$1,800	$1,100	$1,100	($700)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$127,401**	**$120,580**	**$120,580**	**$62,243**	**($58,337)**
Total Revenues	**$128,631**	**$122,830**	**$122,230**	**$63,893**	**($58,937)**
Personnel Costs	$109,312	$103,183	$103,147	$56,358	($46,825)
Operating Expenses	$9,146	$7,565	$6,839	$3,625	($3,940)
Interdept. Charges	$8,243	$12,082	$4,344	$3,910	($8,172)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$126,701**	**$122,830**	**$114,330**	**$63,893**	**($58,937)**

Rev. Over (Under) Exp.	$1,930	-	$7,900	-	-

Program Highlights

Other Revenues, mainly include revenues received from Directory of Public Official sales of $1,100, a reduction of $700 from the 2009 budget. County tax levy allocated to this program decreases $58,337 to $62,243, due to program expenditure decreases, mainly from personnel cost shifts to the Elections program area, indicated previously and below.

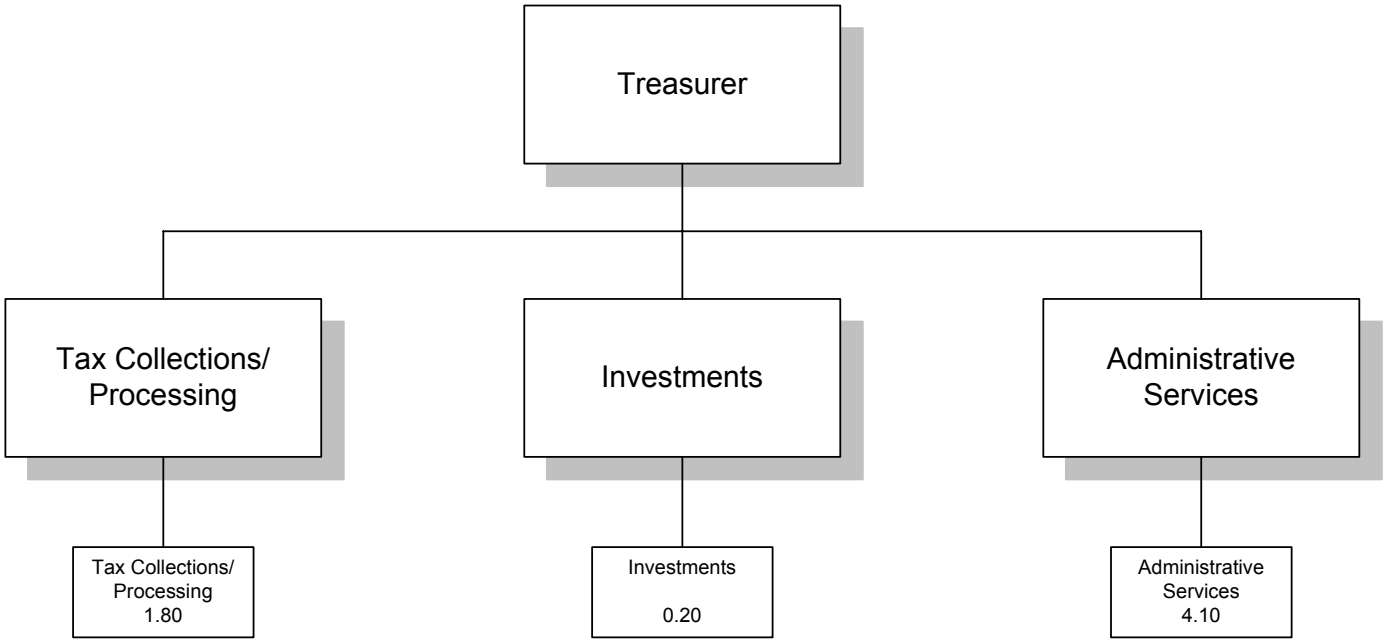
Personnel costs decrease by $46,825 to $56,358, mostly due to shifting out of 0.50 FTE (about 1,040 hours) of a regular full-time staff to the elections program to help cover the expected higher workload associated with the 2010 elections, partially offset by the cost-to-continue existing staff. This shift includes 0.30 FTE (about 620 hours) of the County Clerk's staff time and 0.20 FTE of the Deputy County Clerk's staff time (about 420 hours).

Interdepartmental charges decrease by $8,172 to $3,910, mainly due to the elimination of an interdepartmental chargeback from the Treasurer's Office for a clerical position, as mentioned previously.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



6.10 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

County Treasurer

Statement of Purpose

The mission of the County Treasurer's Office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	2008 Actual	2009 Adopted Budget (b)	2009 Estimate (b)	2010 Budget	Change From 2009 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$142,747	$215,000	$140,000	$130,000	($85,000)	-39.5%
Charges for Services	$88,582	$96,023	$102,000	$103,739	$7,716	8.0%
Interdepartmental	$14,479	$27,330	$5,000	$0	($27,330)	100.0%
Other Revenue (a)	$7,749,764	$7,872,200	$7,218,766	$7,826,400	($45,800)	-0.6%
Appr. Fund Balance	$26,000	$0	$0	$0	$0	N/A
County Tax Levy/ (Credit) (b)(c)	**($7,493,463)**	**($7,556,440)**	**($7,556,440)**	**($7,418,719)**	**$137,721**	**1.8%**
Total Revenue Sources (b)	**$528,109**	**$654,113**	**($90,674)**	**$641,420**	**($12,693)**	**-1.9%**
Expenditures						
Personnel Costs	$315,645	$379,112	$360,777	$371,246	($7,866)	-2.1%
Operating Expenses	$153,871	$145,700	$137,561	$139,716	($5,984)	-4.1%
Interdept. Charges (c)	$105,226	$129,301	$129,301	$130,458	$1,157	0.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$574,742**	**$654,113**	**$627,639**	**$641,420**	**($12,693)**	**-1.9%**
Rev. Over (Under) Exp.	($46,633)	$0	($718,313)	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	6.00	6.00	6.00	6.00	0.00
Extra Help	0.04	0.00	0.00	0.06	0.06
Overtime	0.04	0.04	0.04	0.04	0.00
Total	6.08	6.04	6.04	6.10	0.06
Shared Position (d)	(0.29)	(0.50)	(0.07)	0.00	0.50
Total FTEs & Shared Position	**5.79**	**5.54**	**5.97**	**6.10**	**0.56**

a) For budget comparison purposes, the 2008 Actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end mark to market values of investments.

b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other General Governmental operations.

c) Tax levy of $2,721 which reduces the Tax Levy Credit is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit, for expenditure increases above 3%.

d) Total FTE counts for the 2008 actual, the 2009 budget and 2009 estimate include staff resources for a shared clerical position with the County Clerk's office. The position was budgeted for in the Treasurer's Office and interdepartmental charges were made to the County Clerk for the shared position and corresponding revenue was received from the County Clerk. The shared position arrangement with the County Clerk's Office has been discontinued in 2009.

Current and Proposed Capital Projects (a)

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '09	Est. Operating Impact	A=Annual T=One-Time
200205	Tax Records Replacement (b)	2010	$900,000	95%	$22,000	A
200414	County-wide Cashiering (c)	2010	$970,000	65%	$43,250	A

Refer to Capital Project section of the budget book for additional details.

a) The DOA Business Office Manager (Project Manager) anticipates that both the Tax Records system and cashiering system will be implemented in the 4th Quarter 2009 in the Treasurer's office. The Treasurer's 2010 request includes budgeted expenses for support of the new tax listing tax billing and tax collections system. These expenses are budgeted in 2009 and are expected to go unspent, as the systems will not be implemented until late in 4th Quarter of 2009.

b) Project is coordinated by Department of Administration IT Division manager, annual ongoing costs include software; and licensing costs will be split 45% Register of Deed's Office, 45% Treasurer's Office and 10% to Department of Administration. The operating expense amount estimated for the Treasurer is $9,641.

c) Project is coordinated by Department of Administration Business Office manager. The total estimated operating impact to the County is estimated at $43,250. The first year of cashiering software/maintenance is being funded from the capital project. The second year charges will be added to EUTF and the Treasurer budget will not be impacted until 2011. The actual operating impact for the Treasurer budget will be determined at a later date.

Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven treasurers, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill

Objective: Implement the new tax listing, billing & collection and cashiering software to streamline payment collection functions to improve efficiency and reduce costs. (Tax Collections and Administrative Services)

Key Outcome Indicator: Increased number of property tax payments electronically imported (interfaced) into the tax system. An increasing rate of electronic submissions will indicate improved efficiency, improved cash flow and reduced costs. Based on analysis of electronic submission of 2008 and 2009 tax bills, a 2010 target (estimate) will be developed during 2009 after implementation of the tax system.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
# Tax payments received electronically	N/A	TBD	TBD	TBD
Projected estimated cost savings	N/A	TBD	TBD	TBD

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**1.28**	**1.24**	**1.24**	**1.80**	**0.56**
Fine/Licenses	$142,747	$215,000	$140,000	$130,000	($85,000)
Charges for Services	$86,861	$94,023	$100,000	$101,739	$7,716
Interdepartmental	$3,620	$6,832	$1,250	$0	($6,832)
Other Revenue	$2,250,251	$2,120,800	$2,558,000	$2,475,000	$354,200
Appr. Fund Balance	$26,000	$0	$0	$0	$0
County Tax Levy \ (Credit) (b)	($2,239,295)	($2,213,584)	($2,213,584)	($2,457,784)	($244,200)
Total Revenues	**$270,184**	**$223,071**	**$585,666**	**$248,955**	**$25,884**
Personnel Costs	$63,766	$70,422	$63,790	$95,252	$24,830
Operating Expenses	$96,403	$97,600	$98,887	$98,100	$500
Interdept. Charges	$48,281	$55,049	$55,049	$55,603	$554
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$208,450**	**$223,071**	**$217,726**	**$248,955**	**$25,884**
Rev. Over (Under) Exp.	$61,734	-	$367,940	-	-

(a) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

Fines/Licenses revenue consists of Agricultural Use Conversion Charges are budgeted to decrease by $85,000 or 39.5% to $130,000 due to the slow down in real estate development. Charges for Services are budgeted to increase $7,716 or 8.2% to $101,739 which includes costs associated with contracted municipal tax collections which increase $2,716 or 3.9% to $71,739 and In-Rem Revenue is budgeted to increase by $5,000 or 20% to $30,000 reflecting the rise of properties in foreclosure. Interdepartmental revenue is budgeted to decrease from $6,832 to $0 as a result of the discontinuation of a shared position with the Clerk's office. Other Revenue is budgeted to increase $354,200 mostly due to a budgeted increase in Penalty and Interest on delinquent taxes of $372,000 or 18.3% to reflect the rise in tax delinquencies, offset by a $16,000 budgeted reduction in Profit on Tax Deed Sales to $31,000 and Recoveries from $5,800 to $3,000 to more closely reflect past history trends. Other revenue also includes Payments in Lieu of Taxes which is budgeted to increase by $1,000 to $40,000.

Personnel costs are budgeted to increase by $24,830 to $95,252 due to an allocation change between programs and costs to continue the 1.80 FTE. Temporary Extra Help is budgeted to increase after shifting and eliminating Third Party Temp Help under operating expenses.

Operating expenses are budgeted to increase $500 primarily due to an increase of In-Rem Expense of $5,000 reflecting the rise of properties in foreclosure, offset primarily by the elimination of third party temp help from $2,500 to $0, as $2,000 is shifted to personnel temp extra help. Also, contracted services is budgeted to decrease by $1,000 to $6,500.

Interdepartmental charges increase of $554 is primarily due to costs related to the DOA Principal Financial Analyst position for tax collection services provided to the Treasurer is increasing $385 to $19,783,

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

Interest and Penalty Earned on Delinquent Taxes

	2003	2004	2005	2006	2007	2008	2009 Est.
Interest	$1,468,902	$1,510,900	$1,255,314	$1,250,235	$1,213,129	$1,456,248	$1,650,000
Penalty	$750,708	$759,200	$640,294	$634,653	$606,402	$749,364	$825,000
TOTAL	$2,219,610	$2,270,100	$1,895,608	$1,884,888	$1,819,531	$2,207,620	$2,475,000

Activity

The Treasurer's Office collected first installment taxes for twelve municipalities in the 2008-2009 tax years. The dollars collected increased by $3.7 million to $131.8 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Village of Men. Falls	$52,252,695	$55,466,892	$54,790,386	$56,574,790	$58,215,725	$60,985,033
City of Delafield	$12,844,699	$13,200,328	$13,769,943	$14,242,282	$14,999,037	$15,434,974
Village of Pewaukee	$10,817,485	$11,772,074	$12,587,323	$12,130,339	$12,188,606	$12,917,048
Village of Wales	$3,023,809	$3,280,504	$3,487,417	$3,692,573	$3,955,811	$4,045,371
Town of Brookfield	$11,212,923	$12,162,086	$11,691,996	$11,999,351	$12,118,745	$11,959,197
Village of Merton	$2,382,455	$2,920,517	$3,527,926	$4,030,582	$4,187,394	$4,143,616
Village of Lannon	$1,250,130	$1,324,682	$1,326,852	$1,317,869	$1,310,240	$1,445,786
Village of Nashotah	$2,226,558	$2,287,938	$2,304,799	$2,216,218	$2,283,807	$2,113,498
Village of Dousman	$1,792,968	$1,960,626	$1,944,607	$2,244,893	$2,161,110	$2,161,526
Village of Lac La Belle	$1,392,261	$1,418,721	$1,510,936	$1,435,724	$1,382,026	$1,417,124
Village of Oconomowoc Lake	$3,550,339	$3,847,339	$4,014,401	$4,394,283	$4,402,494	$4,655,719
Town of Waukesha	$9,673,574	$10,238,144	$10,123,240	$10,418,946	$10,933,378	$10,608,409
TOTAL	$112,419,896	$119,879,851	$121,079,826	$124,697,850	$128,138,371	$131,887,299

Investments

Program Description

The County cash balances are invested using the State's Local Government Investment Pool, Aaa/AAA money market funds and securities by investment firms with contracts managed by the Department of Administration Financial Services division that are authorized by State Statutes and in accordance with the County's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
Other Revenue (a)	$5,497,600	$5,750,000	$4,659,366	$5,350,000	($400,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy \ (Credit) (b)	($5,592,900)	($5,695,566)	($5,695,566)	($5,294,825)	$400,741
Total Revenues	**($95,300)**	**$54,434**	**($1,036,200)**	**$55,175**	**$741**
Personnel Costs	$17,826	$17,780	$17,716	$17,820	$40
Operating Expenses	$37,594	$0	$2,000	$0	$0
Interdept. Charges	$35,541	$36,654	$36,654	$37,355	$701
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$90,961**	**$54,434**	**$56,370**	**$55,175**	**$741**
Rev. Over (Under) Exp.	($186,261)	-	($1,092,570)	-	-

(a) 2009 Estimate of investment income is projected to be $580,000 higher than the amount shown due to a 2009 3rd Quarter Bond sale which is not reflected in the amount.
(b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

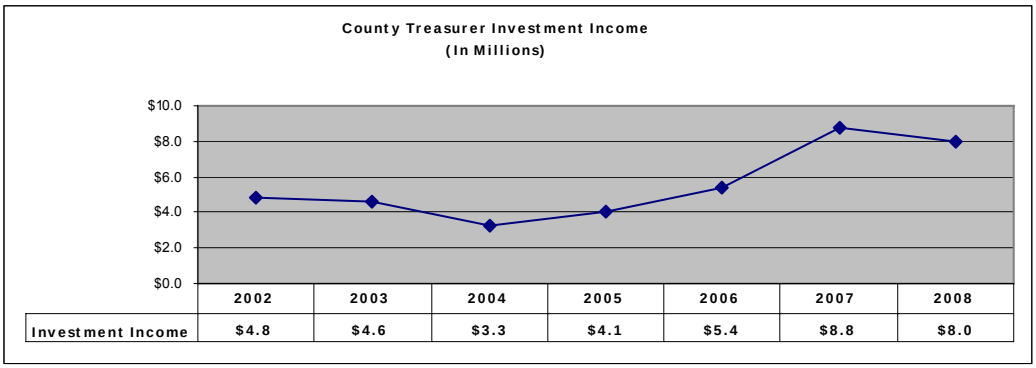
Other Revenue is Investment Income which is estimated to decrease $400,000 or 6.9% from the 2009 Budget as a result of expected lower investment rates of return.

Personnel costs and operating expenses remain stable at approximately the 2009 budget levels.

Interdepartmental charges increase of $701 to $37,355 is primarily due to the costs related to the DOA Principal Financial Analyst position for investment services which increases $715 to $36,739.

Activity

Interest rates declined to historic levels throughout 2002-2004. The fixed income portfolios were not affected by rate reductions until reinvestment of funds beginning early in 2001. Investment income has shown an upward trend since 2004, peaking in 2007 at $8.8 million. Investment Income in 2008 declined from 2007 figures; however Investment income exceeded budgetary levels for 2008. 2009 Investment income is expected to perform below budgetary levels due to economic downturn.



County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill

Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The Office collects and receipts departmental monies for the County and disburses all checks.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**4.60**	**4.60**	**4.60**	**4.10**	**(0.50)**
Charges for Services	$1,721	$2,000	$2,000	$2,000	$0
Interdepartmental	$10,859	$20,498	$3,750	$0	($20,498)
Other Revenue	$1,913	$1,400	$1,400	$1,400	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy \ (Credit) (a)	$338,732	$352,710	$352,710	$333,890	($18,820)
Total Revenues	**$353,225**	**$376,608**	**$359,860**	**$337,290**	**($39,318)**
Personnel Costs	$234,053	$290,910	$279,271	$258,174	($32,736)
Operating Expenses	$19,874	$48,100	$36,674	$41,616	($6,484)
Interdept. Charges	$21,404	$37,598	$37,598	$37,500	($98)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$275,331**	**$376,608**	**$353,543**	**$337,290**	**($39,318)**
Rev. Over (Under) Exp.	$77,894	-	$6,317	-	-

a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

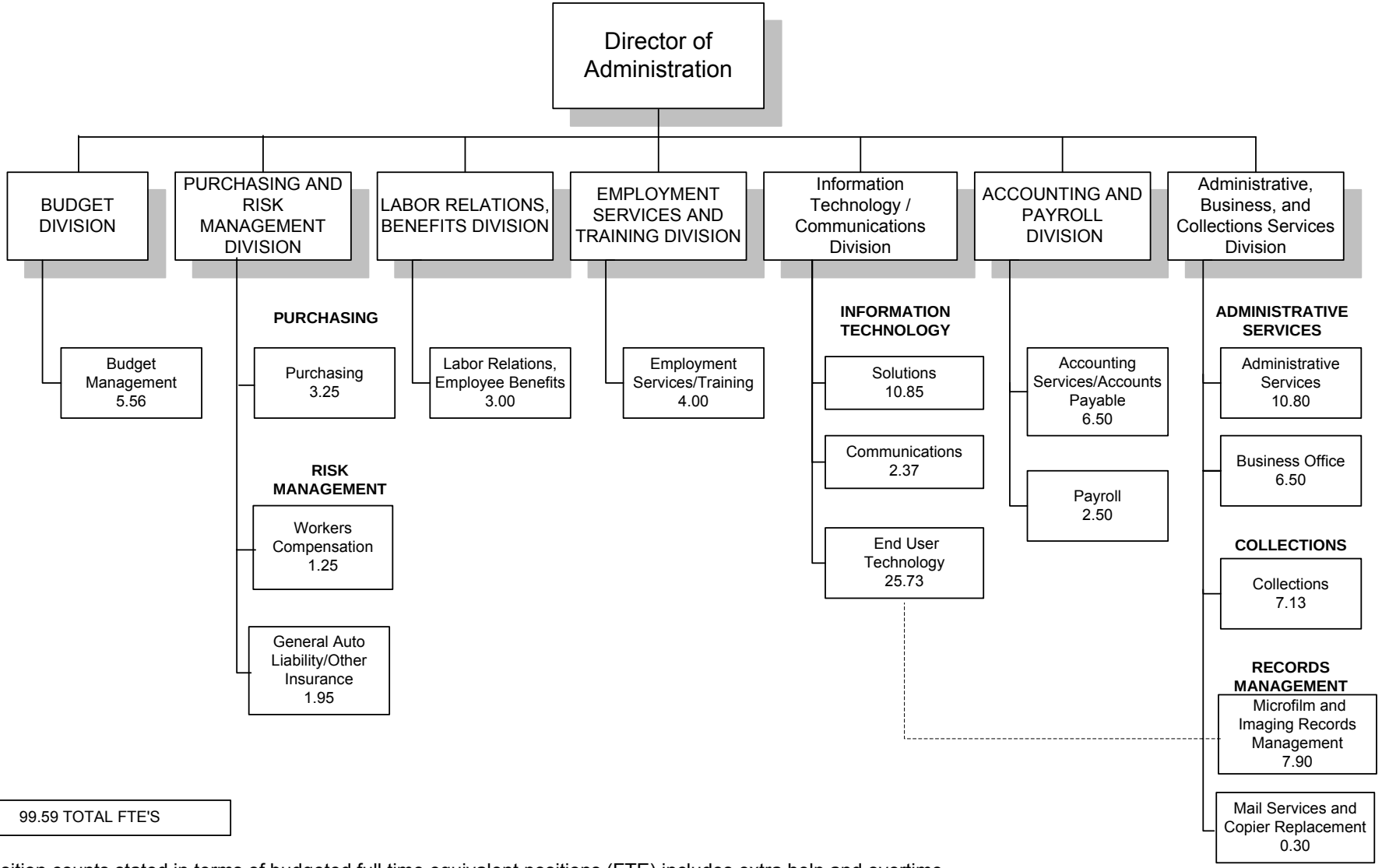
Interdepartmental Revenues are budgeted to decrease from $20,498 to $0 as a result of the discontinuation of a 50% shared position with the County Clerk's office.

Personnel costs are budgeted to decrease $32,736 to $258,174 primarily due to a 0.50 FTE shift to the Tax collection program and costs to continue the remaining 4.10 FTE. Operating expenses are budgeted to decrease $6,484 to $41,616 to closer reflect prior year actual spending levels and anticipated spending needs.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



99.59 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

The mission of the Department of Administration is to assist other County departments and provide County-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The Department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary	2008 Actual (a)	2009 Adopted Budget	2009 Estimate (b)	2010 Budget	Change From 2009 Adopted Budget $	%
General Fund						
Revenues (a)(b)	$1,323,580	$1,331,748	$1,417,020	$1,485,070	$153,322	11.5%
County Tax Levy	$4,265,440	$4,300,100	$4,300,100	$4,351,451	$51,351	1.2%
Expenditures (b)	$5,516,271	$5,631,848	$5,641,546	$5,836,521	$204,673	3.6%
Rev. Over (Under) Exp.	$72,749	-	$75,574	-	-	N/A
End User Technology Fund						
Revenues	$5,169,100	$5,286,337	$5,284,429	$5,698,292	$411,955	7.8%
County Tax Levy	$1,550,245	$1,165,245	$1,165,245	$779,872	($385,373)	-33.1%
Expenditures	$5,864,392	$6,451,582	$6,449,674	$6,478,164	$26,582	0.4%
Operating Inc./(Loss)	$854,953	-	-	-	-	N/A
Risk Management						
Revenues	$2,146,071	$2,328,164	$2,309,770	$2,456,854	$128,690	5.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,201,508	$2,328,164	$2,309,770	$2,456,854	$128,690	5.5%
Operating Inc./(Loss)	($55,437)	-	-	-	-	N/A
Communications						
Revenues	$810,162	$798,353	$797,005	$778,169	($20,184)	-2.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$740,614	$798,353	$797,005	$778,169	($20,184)	-2.5%
Operating Inc./(Loss)	$69,548	-	-	-	-	N/A
Collections						
Revenues	$759,159	$794,841	$745,572	$806,657	$11,816	1.5%
County Tax Levy (c)	($95,000)	($95,000)	($95,000)	($95,000)	$0	0.0%
Expenditures	$678,575	$794,841	$745,572	$806,657	$11,816	1.5%
Operating Inc./(Loss)	($14,416)	($95,000)	($95,000)	($95,000)	-	0.0%
Total All Funds						
Revenues (a)(b)	$10,208,072	$10,539,443	$10,553,796	$11,225,042	$685,599	6.5%
County Tax Levy (c)	$5,720,685	$5,370,345	$5,370,345	$5,036,323	($334,022)	-6.2%
Expenditures (b)	$15,001,360	$16,004,788	$15,943,567	$16,356,365	$351,577	2.2%
Rev. Over (Under) Exp.	$72,749	-	$75,574	-	-	N/A
Operating Inc./(Loss)	$854,648	($95,000)	($95,000)	($95,000)	-	0.0%

(a) 2008 includes $30,000 Fund Balance carryover in revenues and expenditures for a Point of Service claims audit.
(b) 2009 Estimate exceeds 2009 Adopted Budget due to carryovers from the 2008 Budget and the creation of a Workforce Development Center Coordinator position (Enrolled Ordinance (164-21).
(c) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy.

Position Summary (FTE)	2008 Actual	2009 Adopted Budget	2009 Estimate	2010 Budget	Budget Change
Department of Administration:					
Regular Positions	87.75	89.50	90.00	89.50	0.00
Extra Help	11.08	8.94	8.89	10.01	1.07
Overtime	0.19	0.12	0.10	0.08	(0.04)
Total	**99.02**	**98.56**	**98.99**	**99.59**	**1.03**

(a) Includes End User Technology Fund, Risk Management, Communications and Collections. Refer to Stats/Trends section.

Current & Proposed Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '09	Estimated Operating Impact	A = Annual T = One-Time
200027	Electronic Document Mgmt System	Y	2010	$1,225,000	85%	$78,300	A
200101	Internet & Intranet Infrastructure	Y	2009	$2,116,650	100%	$35,000	A
200109	Implement HHS Automated System (a)	Y	2011	$2,805,000	80%	$179,000	A
200205	Tax Records Replacement (b)	Y	2010	$900,000	95%	$22,000	A
200206	Fiber & Wireless to County Facilities	N	2009	$960,500	100%	$41,000	A
200207	Telecommunications Solution & Infrastructure Analysis Upgrade	Y	2010	$300,000	75%	$18,000	A
200319	Upgrade Office suite from Windows 2000	Y	2009	$610,000	100%	$123,000	A
200414	County wide Cashiering (c)	Y	2010	$970,000	65%	$43,250	A
200619	Financial Systems Migration	Y	2012	$2,040,000	10%	TBD	A
200621	Consolidation of Network Operating Systems	Y	2009	$735,000	100%	($104,000)	A
200622	Register of Deeds Tract Index Replacement (d)	Y	2010	$331,500	95%	$45,000	A
200624	Re-engineering IT Infrastructure	Y	2010	$430,000	90%	$37,000	A
200710	Collection System Interface(s) (e)	Y	2010	$100,000	60%	$15,000	A
200820	IT Infrastructure Upgrade to Wiring Closets	Y	2012	$800,000	0%	$3,500	A
200910	E-Document Management and Archival	Y	2011	$990,000	N/A	$58,000	A
200912	Time and Attendance System	N	2010	$268,000	N/A	$38,000	A

(a) Coordinated project with Health & Human Services.
(b) Coordinated project with Treasurer/Register of Deeds.
(c) Coordinated project with Departments County-wide.
(d) Coordinated project with Register of Deeds.
(e) Coordinated project with Health & Human Services, Clerk of Courts and Information Technology.

Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from Taxes, but the Fund also receives fees, intergovernmental revenues, interest earnings and other revenues.

Financial Summary	2008 Actual (b)	2009 Adopted Budget	2009 Estimate (a)(c)	2010 Budget	Change From 2009 Adopted Budget $	%
General Government	$274,014	$421,338	$421,338	$522,272	$100,934	24.0%
Fines/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$150,804	$153,963	$151,412	$157,357	$3,394	2.2%
Interdepartmental	$783,822	$714,847	$714,847	$637,162	($77,685)	-10.9%
Other Revenue (a)	$67,428	$41,600	$108,316	$168,279	$126,679	304.5%
Appr. Fund Balance (b)	$47,512	$0	$21,107	$0	$0	N/A
County Tax Levy	$4,265,440	$4,300,100	$4,300,100	$4,351,451	$51,351	1.2%
Total Revenue Sources (a)	$5,589,020	$5,631,848	$5,717,120	$5,836,521	$204,673	3.6%
Personnel Costs (a)(c)	$4,577,592	$4,650,659	$4,755,852	$4,840,416	$189,757	4.1%
Operating Expenses (b)(c)	$654,996	$687,142	$602,087	$686,730	($412)	-0.1%
Interdept. Charges	$283,683	$294,047	$283,607	$309,375	$15,328	5.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures (a)	$5,516,271	$5,631,848	$5,641,546	$5,836,521	$204,673	3.6%
Rev. Over (Under) Exp.	$72,749	-	$75,574	-	-	N/A

Position Summary (FTE)					
General Fund:					
Regular Positions (a)	51.25	50.75	51.25	51.60	0.85
Extra Help	1.33	1.40	1.35	1.36	(0.04)
Overtime	0.03	0.02	0.02	0.00	(0.02)
Total	**52.61**	**52.17**	**52.62**	**52.96**	**0.79**
End User Technology Fund (Memo):					
Regular Positions	26.20	27.45	27.45	26.60	(0.85)
Extra Help	7.91	6.16	6.16	7.27	1.11
Overtime	0.12	0.06	0.06	0.06	0.00
Total	**34.23**	**33.67**	**33.67**	**33.93**	**0.26**
Grand Total	**86.84**	**85.84**	**86.29**	**86.89**	**1.05**

(a) The 2009 revenue and expenditures estimates exceed the 2009 Adopted Budget mostly due to 2008 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances. This includes $51,716 in Other Revenue and personnel costs for the Workforce Development Center Coordinator position (Enrolled Ordinance 164-21).
(b) 2008 includes $30,000 Fund Balance carryover in revenues and expenditures for a Point of Service claims audit.
(c) 2009 personnel costs are estimated to exceed the modified 2009 budget, largely due to employee health plan changes, and a funds transfer from operating expenses may need to be requested to cover these estimated above budget personnel costs.

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: A safe county

Objective 1: Achieve 98% satisfaction rating for the Information Technology (IT) technical support provided to the Waukesha County Communication Center (WCCC) and a 80% satisfaction rating for the Help Desk function. Reduce problem issues with Help Desk performance to raise satisfaction rating. (Information Technology)

Key Outcome Indicator: Satisfaction as measured by survey. Reduced number of issues with the shared Public Safety system and number of incidents of interruptions to IT technical support personnel during time off.

Performance Measures:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Calls to the Help Desk	24	100	62	100
% of Satisfaction with Help Desk	50%	75%	80%	80%
Requests to bring in IT technical support personnel during non-business hours	18	10	14	10
% of WCCC personnel satisfied	95%	95%	100%	98%

County-Wide Key Strategic Outcome: A well planned county

Objective 2: Identify employees eligible to retire in next 5-year period and estimate the fiscal impact of the sick leave payouts on the Non-Departmental Budget in order to estimate and plan for the fiscal impact of the sick leave payouts. (Budget)

Key Outcome Indicator: Actual sick leave retirement payout payments within +/- 12% of estimated payouts projection.

Performance Measures:	2008 Actual	2009 Target	2009 Estimate	2010 Target
% actual sick leave retirement payout payments deviate from estimate.	20%	15%	15%	12%

County-Wide Key Strategic Outcomes: A county that provides customers with quality programs and services

Objective 3: Working with Corporation Counsel, develop policies, procedures and a County-wide system for department users that provides for effective life-cycle storage management of electronic records, and also provides for the appropriate disposal of those records when they have reached their end-of-life requirement. The system will also provide for litigation holds and suspension of disposal if it is required. (Information Technology, Business Office, Employment Services, and Risk Management)

Key Outcome Indicator: Proof of concept, using a rules-based formula, is in place to manage these electronic records by late 2nd quarter 2010, with an automated tool in place by 4th quarter 2010.

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Objective 4: Achieve a $300,000 increase in purchases from 2009 to qualify for increased rebates to the County for 2010. (Purchasing and Accounting)

Key Outcome Indicator: A $300,000 increase in payments eligible to qualify for procurement card rebates for 2010 over the estimated 2009 levels.

Performance Measures:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Qualifying payments for rebate*	$3,628,116	$2,800,000	$4,000,000	$4,300,000
$ Increase over previous year	$1,328,473	$300,000	$371,884	$300,000

*The qualifying payments and rebates are based on contract year effective March 1st.

Objective 5: Improve cost containment associated with Information Technology. (Information Technology including End User Technology Fund)

Key Outcome Indicator: Actual cost reduction in operational expenses related to server room operations, shared services agreements between local governments and actual cost reduction in labor expenses and related to PC desktop support.

Performance Measures:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Operating cost reduction	$105,000	$100,000	$110,000	$35,000
Number of shared service agreements	2	2	3	3
Labor cost reduction (net new)	$63,000	$75,000	$78,000	$50,000

Objective 6: Continue providing a program to offer access to training opportunities to other County governmental units which provides revenue opportunities. (Employment Services)

Key Outcome Indicator: Number of governmental units and the number of their employees participating. Intergovernmental revenue received.

Performance Measures:	2008 Actual	2009 Target	2009 Estimate	2010 Target
# of government units participating	17	15	15	15
# of non-County participants at training sessions	120	80	80	80
Avg. fee charged per person trained	$32	$31	$31	$31
Revenue received from participating units	$3,850	$2,500	$2,500	$2,500
Satisfaction of participants	Meets Expectations	Meets Expectations	Meets Expectations	Meets Expectations

Objective 7: Implement an integrated County-wide cashiering system in order to reduce the cost of delivering services and to reduce the cost and support necessary for maintaining duplicative systems at the County. (Business Office and Information Technology)

Key Outcome Indicator: Reduction of independent departmental stand-alone cashiering systems.

Performance Measures:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Reduction of stand-alone cashier systems	0	5-10	6	4 (10 Total)
# of areas implemented on shared system	6	N/A	8	5-6

Objective 8: Evaluate the electronic application process which was implemented in 2009 and provides a paperless system where applicants and employees complete applications on-line to reduce processing time and staff support. (Employment Services and Administrative Services)

Key Outcome Indicator: The ability of departments to access applications on a timely and effective basis through an online system; thereby reducing the need for support staff manual interventions.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
To reduce reliance on temporary help/third party assistance based on staff time savings realized	N/A	TBD	N/A	0.25%

Objective 9: Create a cross functional workgroup to evaluate the current Business Continuity software, explore the feasibility to upgrade functionality and investigate options for potential upgrades or replacement of the current system with a cost effective solution in time for the 2010 technology review process. (Information Technology, Purchasing, Risk Management and Emergency Preparedness)

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

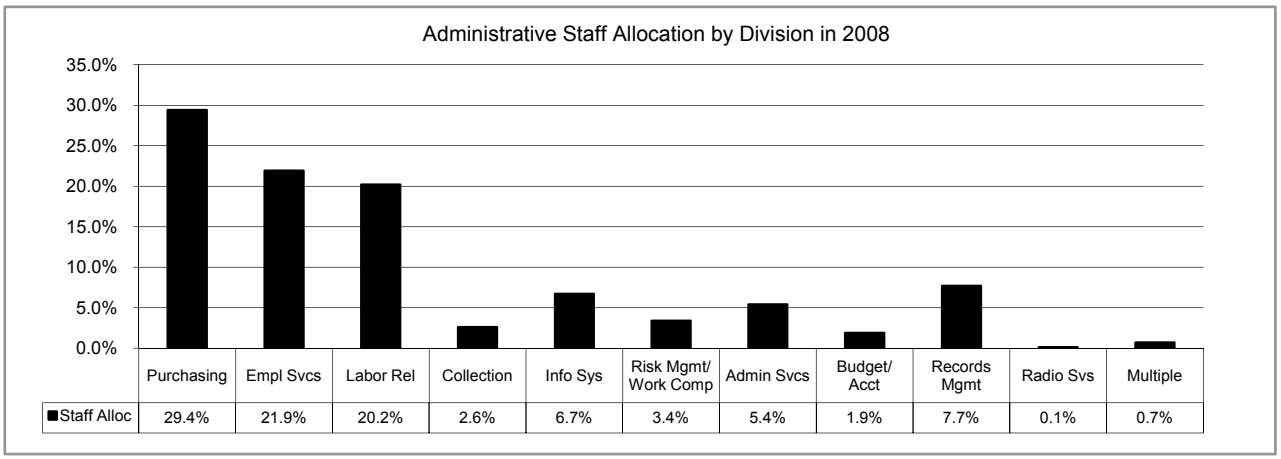
	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**10.80**	**10.80**	**10.80**	**10.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$535,193**	**$593,797**	**$593,797**	**$619,691**	**$25,894**
Total Revenues	**$535,193**	**$593,797**	**$593,797**	**$619,691**	**$25,894**
Personnel Costs	$562,922	$524,622	$526,129	$554,549	$29,927
Operating Expenses	$25,204	$39,260	$25,860	$34,960	($4,300)
Interdept. Charges	$27,928	$29,915	$28,615	$30,182	$267
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$616,054**	**$593,797**	**$580,604**	**$619,691**	**$25,894**
Rev. Over (Under) Exp.	($80,861)	-	$13,193	-	-

Program Highlights

County Tax Levy funding increases by approximately $25,900 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase mostly due to cost to continue existing staff and a transfer of vacancy turnover of $20,000 to End User Technology Fund to more properly reflect the turnover of staff in each fund. Operating expenses decrease $4,300 due to reduced third party temporary help resulting from the implementation of the electronic application process.

Activity



Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses. It also provides tax billing services and assistance to the Treasurer and Register of Deeds in providing tax collection and Notice of Assessment services.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.50**	**6.00**	**6.50**	**1.00**
General Government	$274,014	$421,338	$421,338	$522,272	$100,934
Charges for Services	$145,734	$149,302	$148,337	$154,328	$5,026
Interdepartmental	$652,876	$659,425	$659,425	$580,640	($78,785)
Other Revenue	$0	$0	$51,716	$106,679	$106,679
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit)	**($532,068)**	**($674,672)**	**($674,672)**	**($690,347)**	**($15,675)**
Total Revenues	**$540,556**	**$555,393**	**$606,144**	**$673,572**	**$118,179**
Personnel Costs	$507,489	$529,287	$584,058	$642,909	$113,622
Operating Expenses	$40,154	$18,560	$18,560	$22,548	$3,988
Interdept. Charges	$7,785	$7,546	$7,546	$8,115	$569
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$555,428**	**$555,393**	**$610,164**	**$673,572**	**$118,179**

Rev. Over (Under) Exp.	($14,872)	-	($4,020)	-	-

Program Highlights

Revenues increase by $118,200 primarily due to Other Revenue from Workforce Development Center by $106,679 and General Government revenue from new indirect revenues from the Aging and Disability Resource Center (ADRC) of $50,000 and transfer of indirect revenues from Interdepartmental of $60,000, partially offset by a lower percentage of indirect Child Support revenues budgeted in 2010. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund Budget. Charges for Services increase by $5,000 mainly due to an increase in the Tax billing rate and a slight increase in number of parcels billed. Interdepartmental revenues decrease by $78,800 mainly from the transfer to General Government of $60,000 and a lower percentage of indirect cost charges budgeted in 2010.

County Tax Levy funding in this program decreases by approximately $15,700, mainly due to increased revenues budgeted as outlined above.

Personnel Costs increase mainly due to the new Workforce Development Center Coordinator. Operating expenses increase $4,000 mainly due to increased tax billing costs.

Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	104,037	108,000	105,000	105,500	(2,500)
# Notice of Assessment Customers	9	9	9	9	0
# Notice of Assessments	5,597	5,000	2,890	2,900	(2,100)
# Online Payments	3,466	3,800	3,800	4,000	200
$ Online Payments	$11,179,974	$11,800,000	$11,900,000	$12,000,000	$200,000
# Municipalities participating with County's online payment program	2	1	2	2	1

Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**2.52**	**2.52**	**2.52**	**2.50**	**(0.02)**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$3,152	$0	$1,832	$0	$0
County Tax Levy	**$270,664**	**$282,225**	**$282,225**	**$286,245**	**$4,020**
Total Revenues	**$273,816**	**$282,225**	**$284,057**	**$286,245**	**$4,020**
Personnel Costs	$174,105	$184,151	$184,329	$185,833	$1,682
Operating Expenses	$92,204	$92,268	$92,268	$94,177	$1,909
Interdept. Charges	$6,005	$5,806	$5,806	$6,235	$429
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$272,314**	**$282,225**	**$282,403**	**$286,245**	**$4,020**
Rev. Over (Under) Exp.	$1,502	-	$1,654	-	-

Program Highlights

County Tax Levy funding increases by approximately $4,000 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase due to cost to continue existing staff. Operating expenses increase $1,900 mainly due to increased costs associated with the Ceridian system including payroll processing and maintenance.

Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Paychecks Processed	46,206	45,000	43,280	44,000	(1,000)
Payroll Exception Checks	30	35	10	30	(5)
W2s Processed	2,066	2,100	2,100	2,100	0

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, assist the Treasurer's Office in investment of cash and audit transactions so that requisitions and payments are accurate and for a legitimate purchase of goods and services in accordance with the Adopted Budget.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**6.50**	**6.50**	**6.50**	**6.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$554	$1,986	$400	$354	($1,632)
Interdepartmental	$53,888	$55,422	$55,422	$56,522	$1,100
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$628,646**	**$650,092**	**$650,092**	**$666,054**	**$15,962**
Total Revenues	**$683,088**	**$707,500**	**$705,914**	**$722,930**	**$15,430**
Personnel Costs	$556,600	$579,638	$584,633	$587,882	$8,244
Operating Expenses	$124,930	$115,794	$115,794	$121,481	$5,687
Interdept. Charges	$12,051	$12,068	$12,068	$13,567	$1,499
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$693,581**	**$707,500**	**$712,495**	**$722,930**	**$15,430**
Rev. Over (Under) Exp.	($10,493)	-	($6,581)	-	-

Program Highlights

Charges for Services revenues decrease due to decreased wage assignment fees. Interdepartmental revenues increase due to increased charges for financial services provided to the Treasurer.

County Tax Levy funding increases by approximately $16,000 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase due to cost to continue existing staff. Operating expenses increase $5,700 mainly due to an increase in Oracle software maintenance by $4,000 and audit services by $2,100. Interdepartmental charges increase $1,500 due to increased cost of records storage by $800 and End User Technology Fund (EUTF) charges by $700.

Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Budget Entries Prepared	1,340	1,200	1,200	1,200	0
Journal Entries Audited	2,800	2,800	2,800	2,800	0
Requisition Lines Audited	1,500	1,800	1,600	1,600	(200)
Invoice Lines (Direct Buys) Audited	73,400	83,500	75,000	75,000	(8,500)
Procard Lines Entered/Audited	9,185	9,300	9,300	9,400	100

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, grants, and other issues having a fiscal impact.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**5.54**	**5.60**	**5.55**	**5.56**	**(0.04)**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$3,480	$0	$9,157	$0	$0
County Tax Levy	**$542,767**	**$570,940**	**$570,940**	**$589,138**	**$18,198**
Total Revenues	**$546,247**	**$570,940**	**$580,097**	**$589,138**	**$18,198**
Personnel Costs	$496,196	$531,080	$532,447	$550,837	$19,757
Operating Expenses	$7,511	$29,923	$23,275	$27,565	($2,358)
Interdept. Charges	$10,115	$9,937	$10,112	$10,736	$799
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$513,822**	**$570,940**	**$565,834**	**$589,138**	**$18,198**

Rev. Over (Under) Exp.	$32,425	-	$14,263	-	-

Program Highlights

County Tax Levy funding increases by approximately $18,200 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase due to cost to continue existing staff and an increase in health insurance by $15,400 for changes in plan selection for an existing employee. Operating expenses decrease $2,400 mainly due to reductions in travel, tuition and contract services.

Employment Services / Training

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**
Charges for Services	$4,234	$2,550	$2,550	$2,550	$0
Other Revenue	$38,307	$26,500	$26,500	$36,500	$10,000
Appr. Fund Balance	$8,700	$0	$2,338	$0	$0
County Tax Levy	**$587,670**	**$614,536**	**$614,536**	**$607,476**	**($7,060)**
Total Revenues	**$638,911**	**$643,586**	**$645,924**	**$646,526**	**$2,940**
Personnel Costs	$431,655	$444,017	$452,699	$447,253	$3,236
Operating Expenses	$117,286	$164,182	$153,082	$164,211	$29
Interdept. Charges	$28,394	$35,387	$30,387	$35,062	($325)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$577,335**	**$643,586**	**$636,168**	**$646,526**	**$2,940**
Rev. Over (Under) Exp.	$61,576	-	$9,756	-	-

Program Highlights

Other revenue increases $10,000 due to increased commissions from cafeteria and vending based on 2008 and 2009 experience.

County Tax Levy funding decreases by approximately $7,100 mainly due to increased revenues budgeted as outlined above and offset somewhat by increased expenditures as outlined below.

Personnel costs increase due to cost to continue existing staff. Operating expenses increase slightly due to an increase of $10,000 for the holiday party and picnic funded by the cafeteria and vending commissions, partially offset by one-time costs in 2009 to implement an electronic application process, not repeated in 2010. Interdepartmental charges decrease mainly due to reduced postage costs by $1,500, partially offset by increased End User Technology Fund (EUTF) charges by $1,100.

Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	210	200	150	200	0
# of Regular Full-Time Employees Hired	67	80	65	80	0
Promotions/Demotions/Transfers (a)	160	100	96	100	0
Peak # of Employees on Payroll	1,815	1,850	1,825	1,850	0
# of Employee/Family Medical Leaves	167	200	175	200	0
# of non-County participants trained	120	80	80	80	0

(a) Transfers are high in 2008 due to the creation of the Aging and Disability Resource Center.

Employee Benefits / Labor Relations

Program Description

The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$77,058	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$30,780	$0	$7,482	$0	$0
County Tax Levy	**$426,009**	**$431,459**	**$431,459**	**$435,089**	**$3,630**
Total Revenues	**$533,847**	**$431,459**	**$438,941**	**$435,089**	**$3,630**
Personnel Costs	$374,036	$382,009	$384,835	$383,989	$1,980
Operating Expenses	$137,876	$39,945	$39,860	$40,860	$915
Interdept. Charges	$9,769	$9,505	$9,505	$10,240	$735
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$521,681**	**$431,459**	**$434,200**	**$435,089**	**$3,630**

Rev. Over (Under) Exp.	$12,166	-	$4,741	-	-

Program Highlights

County Tax Levy funding increases by approximately $3,600 mainly due to increased expenditures as outlined below.

Personnel costs increase $2,000 due to cost to continue existing staff. Operating expenses increase due to an increase in the employee assistance program. Interdepartmental charges increase mostly due to End User Technology Fund charges.

Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County Fixed Assets (excluding buildings).

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$282	$125	$125	$125	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$27,098	$15,100	$30,100	$25,100	$10,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$330,347**	**$348,337**	**$348,337**	**$351,393**	**$3,056**
Total Revenues	**$357,727**	**$363,562**	**$378,562**	**$376,618**	**$13,056**
Personnel Costs	$290,316	$303,626	$311,916	$316,349	$12,723
Operating Expenses	$18,734	$39,470	$27,575	$39,695	$225
Interdept. Charges	$16,116	$20,466	$16,966	$20,574	$108
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$325,166**	**$363,562**	**$356,457**	**$376,618**	**$13,056**
Rev. Over (Under) Exp.	$32,561	-	$22,105	-	-

Program Highlights

Other Revenue increases $10,000 due to increased procurement card rebates.

County Tax Levy funding increases by approximately $3,100 mainly due to increased expenditures as outlined below, partially offset by increased revenues as outline above.

Personnel costs increase $12,700 due to cost to continue existing staff and an increase in health insurance by $5,800 for changes in plan selection for an existing employee.

Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Requisitions Processed	493	560	500	500	(60)
Purchase Orders Issued	650	750	7010	700	(50)
Bids/Proposals Issued	141	130	150	150	20
Procard Transactions	$3,628,116	$2,500,000	$4,000,000	$4,300,000	$1,800,000

Information Technology Solutions

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use and supporting, developing and maintaining the County web environment.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**11.50**	**11.00**	**11.00**	**10.85**	**(0.15)**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,023	$0	$0	$0	$0
Appr. Fund Balance	$1,400	$0	$298	$0	$0
County Tax Levy	**$1,476,212**	**$1,483,386**	**$1,483,386**	**$1,486,712**	**$3,326**
Total Revenues	**$1,479,635**	**$1,483,386**	**$1,483,684**	**$1,486,712**	**$3,326**
Personnel Costs	$1,184,273	$1,172,229	$1,194,806	$1,170,815	($1,414)
Operating Expenses	$91,097	$147,740	$105,813	$141,233	($6,507)
Interdept. Charges	$165,520	$163,417	$162,602	$174,664	$11,247
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,440,890**	**$1,483,386**	**$1,463,221**	**$1,486,712**	**$3,326**

Rev. Over (Under) Exp.	$38,745	-	$20,463	-	-

Program Highlights

County Tax Levy funding increases by approximately $3,300 mainly due to increased expenditures as outlined below.

Personnel costs decrease $1,400, mostly due to the transfer of a 0.15 FTE Information Systems Manager to the End User Technology Fund (EUTF), estimated to reduce costs in this program by approximately $27,100. This is partially offset by an increase in health insurance by $11,500, largely due to changes in health plan selection for an existing employee, and the cost to continue.

Operating expenses decrease $6,500 mainly due to reduced training and related travel by $11,000 and computer supplies and equipment by $3,000, partially offset by increased contract services by $6,700 and equipment maintenance by $1,100. Interdepartmental charges increase by $11,200 mainly due to an increase in EUTF charges by $10,200.

Fund Purpose

The End User Technology Fund is an Internal Service Fund established to (1) finance the commonly used business, web-related and technical infrastructure used to support County technology users; (2) finance the replacement of office copiers; & (3) support the records management and mail services needs of County departments.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	2008 Actual	2009 Adopted Budget (b)	2009 Estimate	2010 Budget (b)(c)	Change From 2009 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$83,373	$75,000	$90,000	$75,000	$0	0.0%
Interdepartmental (a)	$3,831,636	$4,200,193	$4,226,754	$4,695,273	$495,080	11.8%
Other Revenue	$6,642	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)(c)	$1,247,449	$1,011,144	$967,675	$928,019	($83,125)	-8.2%
County Tax Levy (d)	**$1,550,245**	**$1,165,245**	**$1,165,245**	**$779,872**	**($385,373)**	**-33.1%**
Total Revenue Sources	**$6,719,345**	**$6,451,582**	**$6,449,674**	**$6,478,164**	**$26,582**	**0.4%**
Personnel Costs	$2,719,638	$2,870,005	$2,836,937	$2,830,726	($39,279)	-1.4%
Operating Expenses (c)	$3,070,916	$3,499,548	$3,530,568	$3,559,784	$60,236	1.7%
Interdept. Charges	$73,838	$82,029	$82,169	$87,654	$5,625	6.9%
Fixed Assets (e) (memo)	$107,717	$464,113	$428,926	$432,214	($31,899)	-6.9%
Total Expenditures (e)	**$5,864,392**	**$6,451,582**	**$6,449,674**	**$6,478,164**	**$26,582**	**0.4%**
Operating Inc./(Loss) (e)(f)	$854,953	-	-	-	-	N/A

Position Summary (FTE)					
Regular Positions	26.20	27.45	27.45	26.60	(0.85)
Extra Help	7.91	6.16	6.16	7.27	1.11
Overtime	0.12	0.06	0.06	0.06	0.00
Total	34.23	33.67	33.67	33.93	0.26

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users that may be funded by a combination of revenue sources including tax levy.
(b) 2009 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $661,144 and General Fund Balance of $350,000. 2010 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $678,019 and General Fund Balance of $250,000.
(c) 2009 Estimate exceeds 2009 Adopted Budget due to carryovers from the 2008 Budget.
(d) Tax Levy within the End User Technology program provides initial funding of the plan for the difference between expenditures and revenues.
(e) Total expenditures and net operating income exclude Fixed Assets to conform with financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues, tax levy and General Fund Balance.
(f) Reflects revenues in excess of expenditures. However, it is not correctly Operating Income since Fund Balance is applied.

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (Information Technology)

Key Outcome Indicator: Alignment of the expenses associated with workstation support and technology infrastructure with the charges for those two categories. Compare the proportions of both the expenses and charges.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Percent ID Login Costs	49%	46%	46%	50%
Percent Server & Software Costs	42%	44%	44%	43%
Percent Connected Device Cost	9%	10%	10%	7%

Objective 2: Identify total number of electronic records stored. Implement technology and policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements. (Records Management and Information Technology)

End User Technology

Program Description

This program provides for the financing of computer equipment repairs, maintenance, County-wide software upgrades and replacements, Internet and personal computer help desk support, and information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are two sections of Information Technology:

IT Business Services: The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

IT Infrastructure: The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. IT Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

End User Technology (Cont.)

	2008 Actual	2009 Budget (b)	2009 Estimate	2010 Budget (b)	Budget Change
Staffing (FTE)	**26.51**	**26.05**	**26.05**	**25.73**	**(0.32)**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$2,847,895	$3,274,798	$3,274,798	$3,746,431	$471,633
Other Revenue	$1,230	$0	$0	$0	$0
Appr. Fund Balance (b)	$1,147,164	$972,985	$940,065	$900,061	($72,924)
County Tax Levy (c)	**$1,550,245**	**$1,145,245**	**$1,145,245**	**$759,872**	**($385,373)**
Total Revenues	**$5,546,534**	**$5,393,028**	**$5,360,108**	**$5,406,364**	**$13,336**
Personnel Costs	$2,398,671	$2,542,686	$2,492,300	$2,486,593	($56,093)
Operating Expenses	$2,473,993	$2,842,015	$2,842,015	$2,912,506	$70,491
Interdept. Charges	$3,430	$8,327	$8,327	$7,265	($1,062)
Fixed Assets (Memo) (d)	$40,178	$394,000	$374,000	$403,000	$9,000
Total Expenditures (d)	**$4,876,094**	**$5,393,028**	**$5,342,642**	**$5,406,364**	**$13,336**

Operating Income/(Loss) (d)(e)	$670,440	-	$17,466	-	-

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy.
(b) 2009 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $622,985 and General Fund Balance of $350,000. 2010 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $650,061 and General Fund Balance of $250,000.
(c) Tax Levy within the End User Technology program provides initial funding of the plan.
(d) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.
(e) Reflects revenues in excess of Expenditures. However, it is not correctly Operating Income since Fund Balance is applied.

Program Highlights

Interdepartmental Revenues increase $471,633 as the Department continues to phase in full cost recovery, which is currently at 69%. Fund Balance decreases $72,924 and Tax Levy decreases $385,373 with most of this levy transferred to departments to limit the phasing in of full-costs.

Personnel costs decrease $56,093 mainly due to staff turnover of $61,500, a transfer from Department of Administration-General Fund of Vacancy & Turnover by $20,000, a decrease of temporary extra help by $16,600 or 0.47 FTE (980 hours), partially offset by a transfer of 0.15 FTE (300 hours) Information Systems Manager from Department of Administration-General Fund Information Technology, estimated to increase costs in this program by $27,100, and the cost to continue existing staff.

Activity

Beginning in 2006 the equipment replacement schedule for PCs changed from a 4-year to a 5-year cycle. The final 25% of CRT (Cathode Ray Tube) monitors will be replaced with flat panels in 2010.

The plan is scheduled to replace 316 PC's (including laptops), 300 flat panels and 50 peripherals (printers, scanners, etc.) in 2010. The plan currently supports 1,435 personal workstations and laptop computers.

Year	2003	2004	2005	2006	2007	2008	2009	2010	Incr./(Decr.)
PC	340	238	341	323	317	186	205	316	111
Flat panels	N/A	N/A	N/A	N/A	336	164	300	300	0
Peripherals	20	15	20	25	15	35	30	50	20

Microfilm and Imaging/Records Management

Program Description

Microfilm/Imaging is responsible for the microfilming and imaging of County records. Activities include: receipt, file preparation, microfilming/scanning, chemical processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks. Timely and effective customer service is provided to the general public and County agencies.

Records Management is responsible for conducting records inventories and follow-up review, analyzing the resulting findings, creating and obtaining approval of records retention schedules, auditing records retention schedules, maintaining records in the County Records Center, records retrieval, records destruction, and maintaining the County's Vital Records in conjunction with the County's approved record retention

	2008 Actual	2009 Budget (b)	2009 Estimate	2010 Budget (b)	Budget Change
Staffing (FTE)	**7.42**	**7.32**	**7.32**	**7.90**	**0.58**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$83,373	$75,000	$90,000	$75,000	$0
Interdepartmental	$469,857	$347,918	$406,279	$409,146	$61,228
Other Revenue	$5,412	$0	$0	$0	$0
Appr. Fund Balance	$94,862	$29,606	$19,057	$27,958	($1,648)
County Tax Levy	**$0**	**$20,000**	**$20,000**	**$20,000**	$0
Total Revenues	**$653,504**	**$472,524**	**$535,336**	**$532,104**	**$59,580**
Personnel Costs	$305,851	$312,170	$329,469	$328,584	$16,414
Operating Expenses (a)	$146,066	$101,804	$147,177	$139,191	$37,387
Interdept. Charges	$52,850	$58,550	$58,690	$64,329	$5,779
Fixed Assets (b)	$19,916	$0	$0	$0	$0
Total Expenditures (b)	**$504,767**	**$472,524**	**$535,336**	**$532,104**	**$59,580**

Operating Income/(Loss) (b)(c)	$148,737	-	-	-	-

(a) 2009 Estimate exceeds 2009 Adopted Budget due to carryovers from the 2008 Budget.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the department's operating request will be funded by operating revenues, tax levy and General Fund Balance.
(c) Reflects revenues in excess of Expenditures. However, it is not correctly Operating Income since Fund Balance is applied.

Program Highlights

Charges for Services reflect recent history of services provided to third party customers adjusted for anticipated reduced document volume. Interdepartmental revenues increase $61,200 mainly due to an increase for records center charges by $28,800 reflecting the third year of a three-year phase in to full cost for storing records at the records center and increased imaging/microfilm revenues resulting from increased volume for the District Attorney by $46,000, partially offset by reduced rates charged to departments and decreased volume for Register of Deeds by $8,300 and for Sheriff by $3,400. Fund Balance is budgeted for depreciation. Tax Levy of $20,000 is for imaging Accounts Payable invoices for all departments, not charged to other departments.

Personnel costs increase by $16,400, mainly due to cost to continue existing staff and increased temporary extra help by $43,000 or 1.58 FTE, partially offset by abolishing 1.0 FTE vacant Clerk I and decreased health insurance by $8,600 resulting from a change in plan selection by an existing employee. Operating expenses increase $37,400 mainly due to increased contract services by $40,000 reflecting outsourcing microfilm processing and third party temporary help by $24,000, partially offset by decreased equipment and software maintenance by $26,600. Interdepartmental charges increase due to increased End User Technology Fund charges.

Mail Services / Copier Replacement

Program Description

Mail Services provides prompt sorting and delivery of all in-coming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering. This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than $5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than $5,000 are expensed in the year of purchase.

	2008 Actual	2009 Budget (b)	2009 Estimate	2010 Budget (b)	Budget Change
Staffing (FTE)	**0.30**	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$513,884	$577,477	$545,677	$539,696	($37,781)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$5,423	$8,553	$8,553	$0	($8,553)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	$0
Total Revenues	**$519,307**	**$586,030**	**$554,230**	**$539,696**	**($46,334)**
Personnel Costs	$15,116	$15,149	$15,168	$15,549	$400
Operating Expenses	$450,857	$555,729	$541,376	$508,087	($47,642)
Interdept. Charges	$17,558	$15,152	$15,152	$16,060	$908
Fixed Assets (b)	$47,623	$70,113	$54,926	$29,214	($40,899)
Total Expenditures (b)	**$483,531**	**$586,030**	**$571,696**	**$539,696**	**($46,334)**
Operating Income/(Loss) (b)(c)	$35,776	-	($17,466)	-	-

(a) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
(c) 2009 Estimated Operating Loss is due to the mail contract coming in higher than anticipated.

Program Highlights

Interdepartmental revenues decrease $37,800 mostly due to a decrease in mail by $41,800 reflecting lower postage volume, partially offset by an increase in postage rates. This is partially offset by a $4,000 increase in copier replacement charges.

Operating expenses decrease $47,600 mostly due to a decrease in copier purchases by $44,400 reflecting a 55% decrease in the number of copiers to be replaced in 2010 compared to 2009 and a decrease in postage by $11,000, partially offset by an increase in postage related expenses by $5,600. Fixed Assets reflects the purchase of replacement copy machines.

Activity – Copier Replacement

Copier Purchases	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Total Number of Units in Plan	74	74	76	76	2
Units Purchased Annually	13	29	31	12	(17)

Activity – Records Management

Output Indicators	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Storage Boxes Received (a)	1,556	1,900	1,700	1,700	(200)
Storage Boxes Destroyed (a)	1,169	1,000	1,800	1,800	800
Boxes/Journals Offsite	14,364	15,227	14,264	14,164	(1,063)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Microfilm Reels Created	475	250	263	275	25
Images Converted (Microfilmed & Digitized) (b)	1,366,643	992,700	1,038,870	1,256,050	263,350
CD's Produced (b)	1,225	1,280	1,210	1,210	(70)

(b) Directly related to the real estate market.

Activity – Mail Services

Output Indicators	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Incoming Mail (Bins)	1,841	1,900	1,850	1,800	(100)
Outgoing Mail (Pieces)	726,025	735,000	735,000	735,000	0
Outgoing UPS (Pieces)	313	300	375	375	75

Fund Purpose

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fines/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$1,089,641	$1,208,300	$1,208,300	$1,319,500	$111,200	9.2%
Other Revenue (b)	$592,476	$525,000	$525,000	$525,000	$0	0.0%
Appr. Fund Balance (c)	$463,954	$594,864	$576,470	$612,354	$17,490	2.9%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources(a)(b)(c)	**$2,146,071**	**$2,328,164**	**$2,309,770**	**$2,456,854**	**$128,690**	**5.5%**
Expenditures						
Personnel Costs	$272,880	$284,724	$286,401	$288,639	$3,915	1.4%
Operating Expenses	$1,864,246	$1,975,344	$1,956,273	$2,101,693	$126,349	6.4%
Interdept. Charges	$64,382	$68,096	$67,096	$66,522	($1,574)	-2.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Debt Principal (memo)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,201,508**	**$2,328,164**	**$2,309,770**	**$2,456,854**	**$128,690**	**5.5%**
Operating Inc./(Loss)	($55,437)	-	-	-	-	N/A

Position Summary (FTE)					
Regular Positions	3.20	3.20	3.20	3.20	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	3.20	3.20	3.20	3.20	0.00

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Other revenues include investment income, which is decreased to reflect reduction in Fund Balance.
(c) Appropriated Fund Balance consists of the following sources and uses:

	2008 Budget	2009 Budget	2010 Budget
Source			
Risk Management Fund Balance	$463,898	$ 94,864	
General Fund Balance		$500,000	$612,354
Use			
General/Auto/Other Liability	$150,320	$182,850	$196,490
Worker's Compensation	$313,578	$412,014	$415,864

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Key Outcome Indicator:
Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience Modification Factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Workers' Compensation Experience Modification Factor	0.91	At or below 1.00	1.05	At or below 1.00

Objective 2: Create a cross functional workgroup to evaluate the current Business Continuity software, explore the feasibility to upgrade functionality and investigate options for potential upgrades or replacement of the current system with a cost effective solution in time for the 2010 technology review process. (Information Technology, Purchasing, Risk Management and Emergency Preparedness)

General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (14) and cities (2).

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**0.00**
Interdepartmental (a)	$644,535	$676,800	$676,800	$695,100	$18,300
Other Revenue	$457,129	$470,000	$470,000	$470,000	$0
Appr. Fund Balance	$150,376	$182,850	$172,095	$196,490	$13,640
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,252,040**	**$1,329,650**	**$1,318,895**	**$1,361,590**	**$31,940**
Personnel Costs	$168,272	$174,638	$175,696	$176,904	$2,266
Operating Expenses	$973,889	$1,088,221	$1,077,408	$1,119,249	$31,028
Interdept. Charges	$63,312	$66,791	$65,791	$65,437	($1,354)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Debt Principal (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,205,473**	**$1,329,650**	**$1,318,895**	**$1,361,590**	**$31,940**

Operating Inc. /(Loss)	$46,567	-	-	-	-

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

General/Auto Liability & Other Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased less than 3%, or $18,300, to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $196,490 of General Fund Balance. Other Revenue includes investment income and is expected to stabilize.

Personnel costs increased 1.3% or $2,266 based on budget projections. Operating expenses increased approximately 3% or $31,028 to reflect increased purchased insurance costs partially due to reallocation of volunteer insurance from the Worker's Compensation program to this program to better reflect actual liability exposure. Interdepartmental charges decreased 2% or $1,354 primarily due to decrease in computer maintenance charges.

Worker's Compensation

Program Description

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
Interdepartmental (a)	$445,106	$531,500	$531,500	$624,400	$92,900
Other Revenue	$135,347	$55,000	$55,000	$55,000	$0
Appr. Fund Balance	$313,578	$412,014	$404,375	$415,864	$3,850
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$894,031**	**$998,514**	**$990,875**	**$1,095,264**	**$96,750**
Personnel Costs	$104,608	$110,086	$110,705	$111,735	$1,649
Operating Expenses	$890,357	$887,123	$878,865	$982,444	$95,321
Interdept. Charges	$1,070	$1,305	$1,305	$1,085	($220)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$996,035**	**$998,514**	**$990,875**	**$1,095,264**	**$96,750**

Operating Inc. /(Loss)	($102,004)	-	-	-	-

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 17%, or $92,900, to better reflect historical claims payout patterns. The department charges were held at a 17% increase with the assistance of $415,864 in General Fund Balance. Other Revenue includes investment income which is expected to stabilize.

Personnel costs increase 1.5% or $1,649 based on budget projections. Operating expenses increased approximately 11% or $95,321 primarily due to an increase in current year self-insured claims and estimated future claim payments based on historical trends. Interdepartmental charges fell 17% or $220 due to a reduction in estimated collection service charges.

Worker's Compensation (cont.)

Activity – Risk Management Fund Overall

Output Indicators:	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate
Safety Inspections/Surveys	12	4	34	12	15
Safety Meetings	18	3	19	11	15
Training In-services	30	13	25	13	15
Beat Articles/Flyers	2	1	5	4	5
Contracts & Ins Certificates Reviewed	561	404	371	430	500
Efficiency Indicators:					
Total Purchased Insurance Premium	$632,437	$596,890	$629,231	$605,350	$627,728
Cost of Insurance Per $1,000 of County Expenditures*	$2.98	$2.81	$2.83	$2.73	$2.80
Total Risk Mgmt Expenditures	$2,963,172	$2,033,157	$2,086,566	$2,201,488	$2,328,164
Cost of Risk Per $1,000 of County Expenditures*	$14.59	$9.78	$9.38	$9.93	$10.41

*excludes capital projects & debt service
Note: Output indicators low in 2006 given 7 month staff vacancy.

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate
# of Property/Auto Physical Claims	58	45	60	44	54
Paid & Reserve Net of Subrogation	$348,845	$183,608	$252,452	$175,143	NA
Average Cost Per Claim	$6,015	$4,080	$4,208	$3,981	NA
Subrogation Collections	$31,277	$35,666	$34,990	$5,182	NA
# of General/Auto Liability Claims	71	53	76	65	67
Paid & Reserve	$417,587	$118,851	$115,040	$115,040	NA
Average Cost Per Claim	$5,882	$2,242	$1,514	$2,867	NA

Note: Accident year claims data valued as of 3/31/09.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate
# of Worker's Compensation Claims	124	127	126	120	126
Paid & Reserve Net of Subrogation	$672,275	$901,109	$736,302	$664,454	NA
Average Cost Per Claim	$5,422	$7,095	$5,844	$5,537	NA

Note: Accident year claims data valued as of 03/31/09.
$ Includes legal expenses and statutory workers' compensation portion of disability pay.
NA=estimates not available due to need for actuarial analysis.

Fund Purpose

The Communications Division operates as an Internal Service fund by providing County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.

Financial Summary	2008 Actual (a)(b)	2009 Adopted Budget (a)	2009 Estimate	2010 Budget (a)	Change From 2009 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$742,504	$765,426	$768,904	$736,835	($28,591)	-3.7%
Appr. Fund Balance (a)(b)	$64,000	$29,987	$25,528	$39,006	$9,019	30.1%
Other Revenue	$3,658	$2,940	$2,573	$2,328	($612)	-20.8%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$810,162**	**$798,353**	**$797,005**	**$778,169**	**($20,184)**	**-2.5%**
Personnel Costs	$192,139	$200,065	$200,004	$202,987	$2,922	1.5%
Operating Expenses	$526,392	$574,476	$573,189	$547,811	($26,665)	-4.6%
Interdept. Charges	$22,083	$23,812	$23,812	$27,371	$3,559	14.9%
Fixed Assets (Memo) (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$740,614**	**$798,353**	**$797,005**	**$778,169**	**($20,184)**	**-2.5%**
Operating Inc./(Loss) (b)	$69,548	-	-	-	-	N/A
Position Summary (FTE)						
Regular Positions	2.35	2.35	2.35	2.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.04	0.04	0.02	0.02	(0.02)	
Total	2.39	2.39	2.37	2.37	(0.02)	

(a) Communications includes a Communications Fund Balance appropriation of $39,000 in 2008, $20,900 in 2009 and $29,919 in 2010 to stabilize charges to departments. A Communications Fund Balance appropriation of $25,000 in 2008, $9,087 in 2009 and $9,087 in 2010 is for depreciation of the voice mail system.

(b) The 2008 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards.

Program Highlights

Interdepartmental revenues decrease by $28,600 mostly due to reduced variable phone chargebacks to departments by $58,000 reflecting lower costs, partially offset by increased fixed phone chargebacks by $30,400 reflecting an increase in the rates charged to departments by $1.50 per month, per land line.

Personnel costs increase by $2,900 due to cost to continue existing staff. Operating expenses decrease by $26,700 mostly due to reduced telephone service costs by $40,500, partially offset by an increase of $13,900 for repairs/maintenance reflecting first year maintenance for the new voice mail. Interdepartmental charges increase by $3,600 mostly due to an increase in worker's compensation charges by $1,300 and an increase in End User Technology Fund (EUTF) charges by $2,200.

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: Provide 7x24x365 phone services with very high stability and availability to support the County mission and all departments and employees.

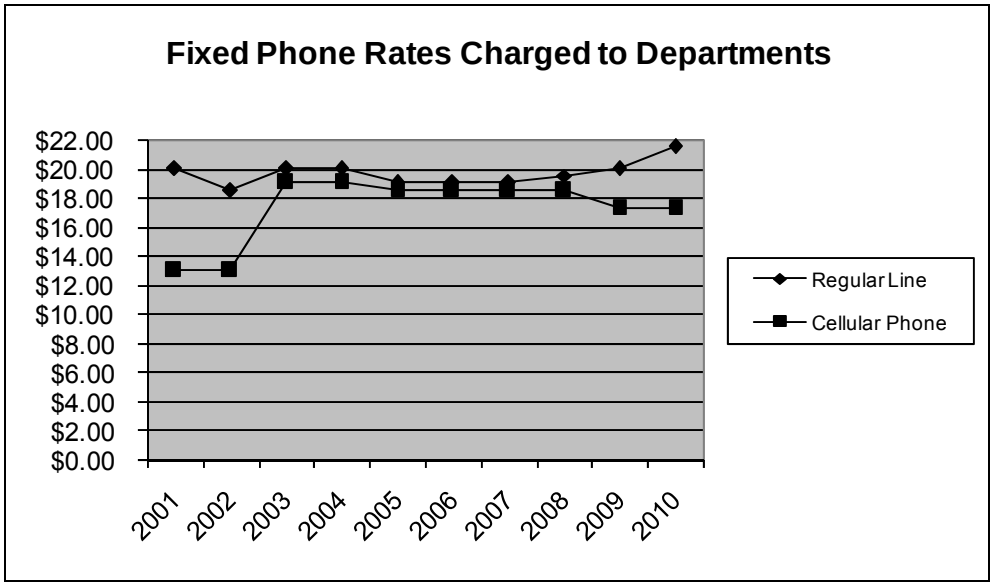
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2008 Actual	2009 Budget	2009 Estimate	2010 Target
System Uptime	99.99%	99.99%	99.99%	99.99%

Objective 2: Engineer solutions, evaluate proposals and controls to ensure the most cost-effective services for voice and data communications.

Key Outcome Indicator: A County telecommunications system that remains supportable and meets County requirements and where costs increase only in proportion to Cost of Living, or in proportion to added infrastructure.

Performance Measure:



Objective 3: Provide responsive support and repair efforts to solve problems and address issues.

Key Outcome Indicator: A County voice communications system that is reliable and supportable, given current staffing and resources. Systems and staffing that provide for expeditious return to service for all problems and move/change requests.

Performance Measures:	2008 Actual	2009 Budget	2009 Estimate	2010 Target
Average time to clear issue: Standard Repair – 6 hours	95%	90%	90%	90%
Announced Move – 14 days	99%	95%	95%	95%

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '09	Estimated Operating Impact	A = Annual T = One-Time
200207	Telecommunications Upgrade (a)	2010	$300,000	75%	$18,000	A
200820	IT Infrastructure Upgrade to Wiring Closets (a)	2012	$800,000	0%	$3,500	A

(a) Coordinated project with Department of Administration – Information Technology.

Activity

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
# of Regular Telephone Lines	1,747	1,774	1,766	1,766	(8)
# of Business Set Lines	187	180	192	192	12
# of Non-Centrex Telephone Lines	118	128	126	126	(2)
# of Cellular Phones	263	262	263	263	1

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$93,467	$85,075	$126,000	$111,400	$26,325	30.9%
Interdepartmental	$436,558	$416,050	$401,480	$408,190	($7,860)	-1.9%
Other Revenue	$177,002	$183,100	$162,000	$160,550	($22,550)	-12.3%
Appr. Fund Balance (a) (b)	$52,132	$110,616	$56,092	$126,517	$15,901	14.4%
County Tax Levy (c)	**($95,000)**	**($95,000)**	**($95,000)**	**($95,000)**	**$0**	**0.0%**
Total Revenue Sources	**$664,159**	**$699,841**	**$650,572**	**$711,657**	**$11,816**	**1.7%**
Personnel Costs	$440,681	$511,975	$511,595	$524,669	$12,694	2.5%
Operating Expenses	$101,050	$130,703	$75,814	$115,664	($15,039)	-11.5%
Interdept. Charges	$136,844	$152,163	$158,163	$166,324	$14,161	9.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$678,575**	**$794,841**	**$745,572**	**$806,657**	**$11,816**	**1.5%**
Operating Inc./(Loss) (b)	($14,416)	($95,000)	($95,000)	($95,000)	-	N/A
Position Summary (FTE)						
Regular Positions	4.75	5.75	5.75	5.75	0.00	
Extra Help	1.84	1.38	1.38	1.38	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	6.59	7.13	7.13	7.13	0.00	

(a) A Collections Fund Balance appropriation in 2008 of $22,345 is for depreciation expense, $28,466 is to maintain Collections internal cost to departments, and $1,321 is for open purchase orders carried into 2008, for a total of $52,132 in the 2008 Actual. A Collections Fund Balance appropriation in 2009 of $24,972 is for depreciation expense and $85,644 to decrease Collections internal cost to departments for total of $110,616 in the 2009 Budget. A Collections Fund Balance appropriation in 2010 of $14,972 is for depreciation expense and $111,545 to maintain Collections internal cost to departments for total of $126,517 in the 2010 Budget.

(b) The 2008 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2010, the overall amount of this general tax levy reduction totals $820,000.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '09	Estimated Operating Impact	A = Annual T = One-Time
200710	Collection System Interface(s) (a)	2010	$100,000	60%	$15,000	A

(a) Coordinated project with Department of Administration – Information Technology, Health & Human Services and Courts.

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: Work cooperatively with Clerk of Courts, Health & Human Services (HHS), Department of Administration-Information Technology (DOA-IT) and applicable software vendors to identify the best alternative for automating the referral process between HHS, Clerk of Courts and Collections. The desired result is a considerable reduction of time for staff to process referrals and to allow for more timely referral and collection of accounts.

Key Outcome Indicator: Based on 2008, achieve greater than 75% reduction in the amount of time staff spends on referral processing by 2010.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Reduced total staff time per referral	N/A	50%	50%	75%

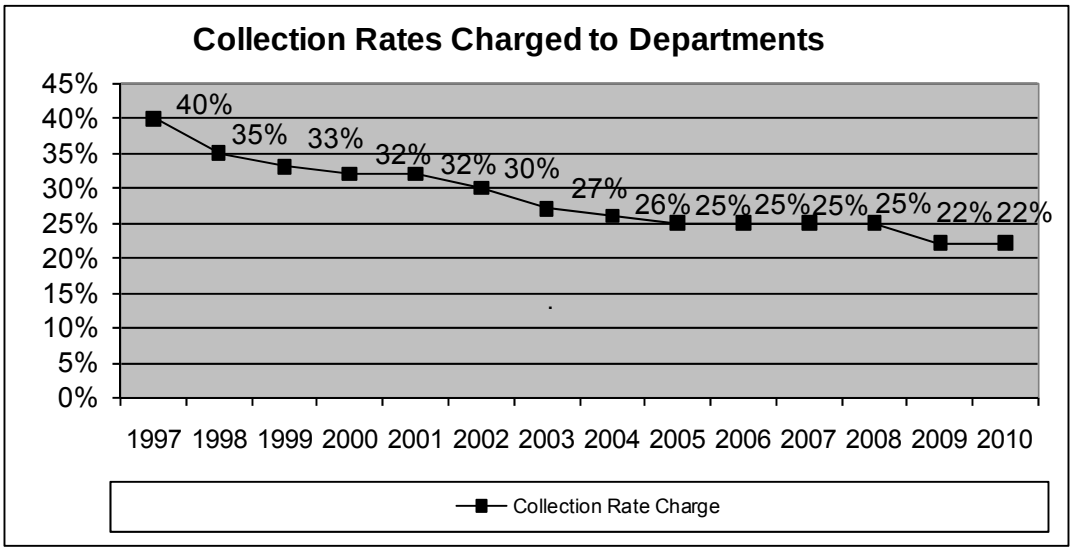
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Ratio – All Collected Funds*	3.65	3.14	3.50	3.29

Maintain a recovery % greater than collection agency industry average specific to governmental accounts.

Waukesha County Recovery %	30.7%	31.5%**	30.0%	30.0%
Collection Agencies Rec. %***	11.27%	11.27%	11.27%	11.27%

*Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
**The overall recovery percent is being impacted by increasing referrals from Health & Human Services. These accounts are increasingly more difficult to collect given the nature of the debt, the financial status of the parties being collected from and the State's ability to pay provisions.
***Source: American Collectors' Association (Top Annual Collection Markets Survey).



Objective 2: Implement an integrated County-wide cashiering system in order to reduce the cost of delivering services and to reduce the cost and support necessary for maintaining duplicative systems at the County.

Key Outcome Indicator: Reduction of independent departmental stand-alone cashiering systems. Replace ten with single solution by 2010.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Reduction of stand-alone cashier systems	N/A	5-10	6	4 (10 Total)
# of areas implemented on shared system	6	N/A	8	5-6

Program Highlights

Charges for Services revenues increase $26,325 due to additional municipal collection contracts and increased collections, partially offset by a decrease in the rate charged from 35% to 28% mid-year 2009. Interdepartmental revenues decrease $7,860 due to reduced collections. Other Revenues decrease $22,550 mainly due to decreased interest on judgments, of which, is a net of $39,100 (20% of 2006 actual bail judgment interest collections) shared with the District Attorney. Collection Fund Balance appropriation of $126,517 is for general depreciation expense, expenses relating to the collections interface capital project and to maintain a low Collections internal rate to departments.

Personnel costs increase by $12,694 mainly due to cost to continue existing staff. Operating expenses decrease $15,039 mainly due to decreased depreciation and decreased credit-collection services. Interdepartmental charges increase $14,161 mainly due to postage by $7,000 and End User Technology Fund charges by $6,400.

In summary, over 16% of the total costs incurred by this program are for County-wide and departmental indirect costs, depreciation expense, legal support from Corporation Counsel offices, additional support from Department of Administration and end user computer support total cost of personal computer ownership.

Activity

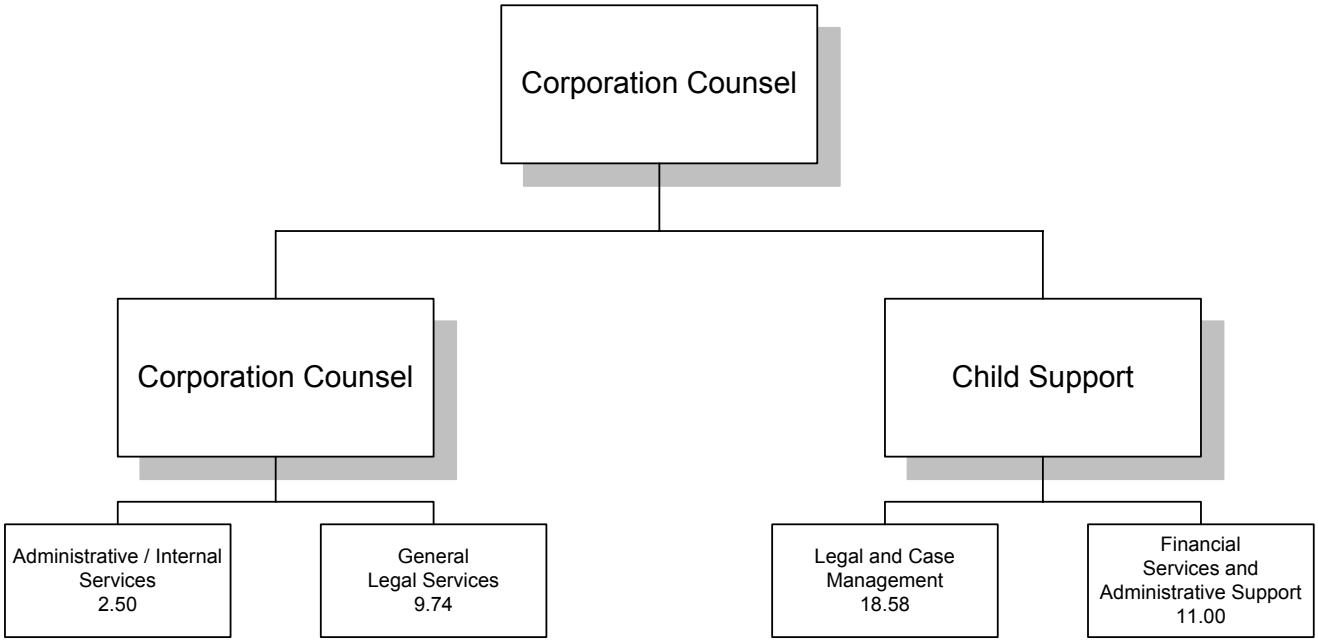
	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	$1,077,148	$1,414,427	$1,314,300	$1,401,650	($12,777)
$ Coll. & Shared with State	$1,109,021	$840,000	$835,000	$840,000	$0
$ Coll. for Municipal Customers	$288,976	$243,000	$450,000	$400,000	$157,000
Total $ Collected	**$2,475,145**	**$2,497,427**	**$2,599,300**	**$2,641,650**	**$144,223**
Total $ Retained by County	$1,626,440	$1,899,227	$1,850,300	$1,923,650	$24,423
Accts Referred to Collection Div.	12,285	12,000	12,000	12,000	0
$ Referred to Collection Division *	$7,728,903	$6,000,000	$6,000,000	$6,000,000	$0
# of External Intergovernmental Customers	24	23	25	27	4

*87.79% of the 2008 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties the Division is attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.82 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Corporation Counsel

Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate (d)(e)	2010 Budget	Change From 2009 Adopted Budget $	%
General Fund						
Revenues (a)	$409,015	$444,444	$445,725	$454,330	$9,886	2.2%
County Tax Levy (b)	$966,365	$993,207	$993,207	$1,001,188	$7,981	0.8%
Expenditures	$1,338,940	$1,437,651	$1,436,216	$1,455,518	$17,867	1.2%
Rev. Over (Under) Exp.	$36,440	-	$2,716	-	-	N/A
Child Support Fund						
Revenues (c)(d)	$1,988,533	$2,090,426	$2,114,884	$2,178,786	$88,360	4.2%
County Tax Levy	$300,041	$307,992	$307,992	$317,992	$10,000	3.2%
Expenditures (e)	$2,305,057	$2,398,418	$2,421,351	$2,496,778	$98,360	4.1%
Rev. Over (Under) Exp.(d)	($16,483)	-	$1,525	-	-	N/A
Total All Funds						
Revenues (a)(c)(d)	$2,397,548	$2,534,870	$2,560,609	$2,633,116	$98,246	3.9%
County Tax Levy (b)	$1,266,406	$1,301,199	$1,301,199	$1,319,180	$17,981	1.4%
Expenditures (e)	$3,643,997	$3,836,069	$3,857,567	$3,952,296	$116,227	3.0%
Rev. Over (Under) Exp. (d)	$19,957	-	$4,241	-	-	N/A
Position Summary (FTE)						
Regular Positions	39.00	39.00	39.00	39.00	0.00	
Extra Help	1.88	2.07	2.13	2.72	0.65	
Overtime	0.04	0.04	0.04	0.10	0.06	
Total	40.92	41.11	41.17	41.82	0.71	

(a) Revenues in 2010 increase $9,886 and include $15,000 in General Fund Balance appropriation which is budgeted to assist with collective bargaining, arbitration and legal service costs. Interdepartmental revenues are proposed to increase by 2.3% or $9,886 to $439,030, reflecting interdepartmental billings for legal services provided mainly to Human Services and cross charges to child support.

(b) County Tax Levy increases $7,981 to $1,001,188, which includes $3,304 in additional levy shifted from the End User Technology Fund (EUTF) to limit expenditure charges departments to a 3% increase.

(c) Revenues in Child Support Fund include Fund Balance appropriations of $100,500 in 2008; $80,500 in 2009; and $65,000 in 2010.

(d) The 2005 Federal Deficit Reduction Act, which ended the federal match for state incentive funds for the Child Support Division, changed with the passage of the American Recovery and Reinvestment Act (ARRA). ARRA (Federal Stimulus) allows federal matching funds for incentive funds spent between October 1, 2008 and September 30, 2010. The ability to match federal incentive funds will end on September 30, 2010. In 2009, the department budgeted $154,751 of State General Purpose Revenue (GPR) of which half was received and counted toward performance incentive funding as it is now match-able until September 30, 2010. The department's 2010 revenues include $34,939 available carry over from the 2009 award which is matchable per ARRA.

(e) Expenditures are budgeted to increase by 4.3% or $103,360 to reflect the ARRA reinvestment plan and the department's costs to continue. In 2009, estimated expenditures are greater than the Adopted Budget mostly due to an employee retirement pay out estimated at $19,400 and a passage of an ordinance which appropriates an additional $67,782 in expenditures and revenues per ARRA.

Fund Purpose

The General Fund operations of the Corporation Counsel are to provide legal advice, counsel and support to all county departments and elected officials.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)	$314	$300	$200	$300	$0	0.0%
Interdepartmental (b)	$408,701	$429,144	$429,530	$439,030	$9,886	2.3%
Other Revenue	$0	$0	$995	$0	$0	N/A
Appr. Fund Balance (c)	$0	$15,000	$15,000	$15,000	$0	0.0%
County Tax Levy (d)	**$966,365**	**$993,207**	**$993,207**	**$1,001,188**	**$7,981**	**0.8%**
Total Revenue Sources	**$1,375,380**	**$1,437,651**	**$1,438,932**	**$1,455,518**	**$17,867**	**1.2%**
Personnel Costs	$1,119,834	$1,173,296	$1,173,296	$1,182,863	$9,567	0.8%
Operating Expenses	$187,060	$217,729	$217,647	$222,681	$4,952	2.3%
Interdept. Charges	$32,046	$46,626	$45,273	$49,974	$3,348	7.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,338,940**	**$1,437,651**	**$1,436,216**	**$1,455,518**	**$17,867**	**1.2%**
Rev. Over (Under) Exp.	$36,440	-	$2,716	-	-	N/A
Position Summary (FTE)						
Regular Positions	11.40	11.40	11.40	11.40	0.00	
Extra Help	0.69	0.82	0.82	0.82	0.00	
Overtime	0.00	0.02	0.02	0.02	0.00	
Total	12.09	12.24	12.24	12.24	0.00	

(a) Charges for Services include copy and duplicating fees and legal fees.

(b) Estimated Interdepartmental revenue growth of $9,886 or 2.3% is due to increasing legal support services provided mainly to Health and Human Services Department.

(c) General Fund Balance (prior year Tax Levy) of $15,000 is being utilized in 2010 to help fund collective bargaining, arbitration, and legal service cost increases.

(d) County Tax Levy increases a total of $7,981 to fund costs to continue ($4,677) and End User Technology Fund expenditure charges ($3,304).

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: Provide quality and timely review of contracts for Waukesha County Departments. (Administrative/Internal Services)

Key Outcome Indicator: Time that it takes to effectively review contracts.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Review and return contract within 72 hours (Dept. standard is 4 business days)	94%	>90%	95%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	97%	97%	>95%

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 2: To provide support for children, establish care for the mentally ill and elderly infirm, and provide stability for families in need through the Court system. Provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services). (General Legal Services)

Key Outcome Indicator: Number of cases filed for the case types outlined in the strategic objective.

Workload Data	2007 Actual	2008 Actual	2009 Budget	2009 Estimate (a)	2010 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,616	1,581	1,625	1,616	1,616	(9)
Guardianships/Protective Placements:						
- Adults	144	141	150	150	150	0
- Juveniles	56	50	45	45	45	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	512	553	565	545	555	(10)
- Termination of Parental Rights (TPR) (b)	9	11	12	12	12	0

(a) Estimate takes into consideration recent trends (increases/decreases) in the number of filed cases over the past three years.

(b) In the area of termination of parental rights (TPR's), some of the 2007 and 2008 actual filings were completed through contracted assistance. This was taken into consideration in establishing the target number.

Administrative/Internal Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Administrative/Internal Services program is responsible for representing the County in civil litigation prosecution and defense. This program is also responsible for coordinating and providing efficient administrative/clerical support. This program also issues opinions concerning interpretation of the rights, duties, and powers of the municipal corporation, its departments and officials, and prepares and reviews contracts, ordinances and resolutions.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**2.50**	**2.50**	**2.50**	**2.50**	**0.00**
Charges for Services	$314	$300	$200	$300	$0
Interdepartmental	$11,424	$11,424	$11,810	$11,810	$386
Other Revenue	$0	$0	$199	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$309,787**	**$315,889**	**$315,889**	**$314,726**	**($1,163)**
Total Revenues	**$321,525**	**$327,613**	**$328,098**	**$326,836**	**($777)**
Personnel Costs	$296,076	$304,040	$303,452	$304,791	$751
Operating Expenses	$8,784	$10,860	$8,063	$9,725	($1,135)
Interdept. Charges	$15,365	$12,713	$11,398	$12,320	($393)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$320,225**	**$327,613**	**$322,913**	**$326,836**	**($777)**

Rev. Over (Under) Exp.	$1,300	-	$5,185	-	-

Program Highlights

Charges for Services are budgeted at the 2009 level. Interdepartmental revenue increases by $386 reflecting a cross charge between Corporation Counsel and Child Support for shared resources. County Tax Levy decreases $1,163 due to expenditure decreases noted below.

Personnel costs increase $751 for cost to continue for 2.50 FTE employees. Operating expenses decrease $1,135 due to small reductions in several accounts including computer supplies, office equipment, computer hardware fees, books/publications/subscriptions, travel costs, tuition and training registration, and outside printing. Interdepartmental charges remain relatively stable.

Activity - Workload Data	2007 Actual	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Total Number of Cases Filed						
Bankruptcy Cases (a)	164	193	160	600	(a)	
Claims Received	76	67	80	70	75	(5)
Lawsuits Monitored	8	6	7	5	6	(1)
Contracts Reviewed	316	237	340	270	270	(70)
Opinions Issued (b)	481	504	400	400	400	0
Resolutions/Ordinances Reviewed	159	102	140	140	140	0

(a) Approximately 300 cases had been filed through June 2009. A 2010 budget number is not provided by the department due to the difficulty in predicting the number of cases.

(b) The estimated number of opinions issued decreases from the 2008 Actual due to a change in the methodology in determining an opinion issued.

General Legal Services

County-Wide Key Strategic Outcome: A county that assists at risk citizens

Program Description

Through this program, the County represents the public in cases such as guardianships and protective placement proceedings, involuntary commitment proceedings, and juvenile court actions for child protection and adoptions.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**9.59**	**9.74**	**9.74**	**9.74**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$397,277	$417,720	$417,720	$427,220	$9,500
Other Revenue	$0	$0	$796	$0	$0
Appr. Fund Balance	$0	$15,000	$15,000	$15,000	$0
County Tax Levy	**$656,578**	**$677,318**	**$677,318**	**$686,462**	**$9,144**
Total Revenues	**$1,053,855**	**$1,110,038**	**$1,110,834**	**$1,128,682**	**$18,644**
Personnel Costs	$823,758	$869,256	$869,844	$878,072	$8,816
Operating Expenses	$178,276	$206,869	$209,584	$212,956	$6,087
Interdept. Charges	$16,681	$33,913	$33,875	$37,654	$3,741
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,018,715**	**$1,110,038**	**$1,113,303**	**$1,128,682**	**$18,644**

Rev. Over (Under) Exp.	$35,140	-	($2,469)	-	-

Program Highlights

Interdepartmental revenues increase $9,500 to $427,220 for legal services expected to be provided to Health and Human Services and Collection Departments. General Fund Balance is budgeted at $15,000 in 2010 to help fund the arbitration, collective bargaining, and legal service costs. The County Tax Levy increases $9,144 to $686,462 to fund costs to continue for this program and additional $3,304 for End User Technology charges to reflect the new cost methodology recommended by internal audit.

Personnel costs increase $8,816 to $878,072 for cost to continue in employee wages and benefits for 9.74 FTE employees. Operating expenses increase $6,087 to $212,956 due to $10,025 increase in contracted services offset by $3,938 of reductions in a variety of accounts including travel and training, books and publications, outside printing, equipment and computer hardware accounts. Interdepartmental charges increase $3,741 mainly due to increase from the End User Technology Fund expenditure charges to reflect the new cost methodology recommended by internal audit.