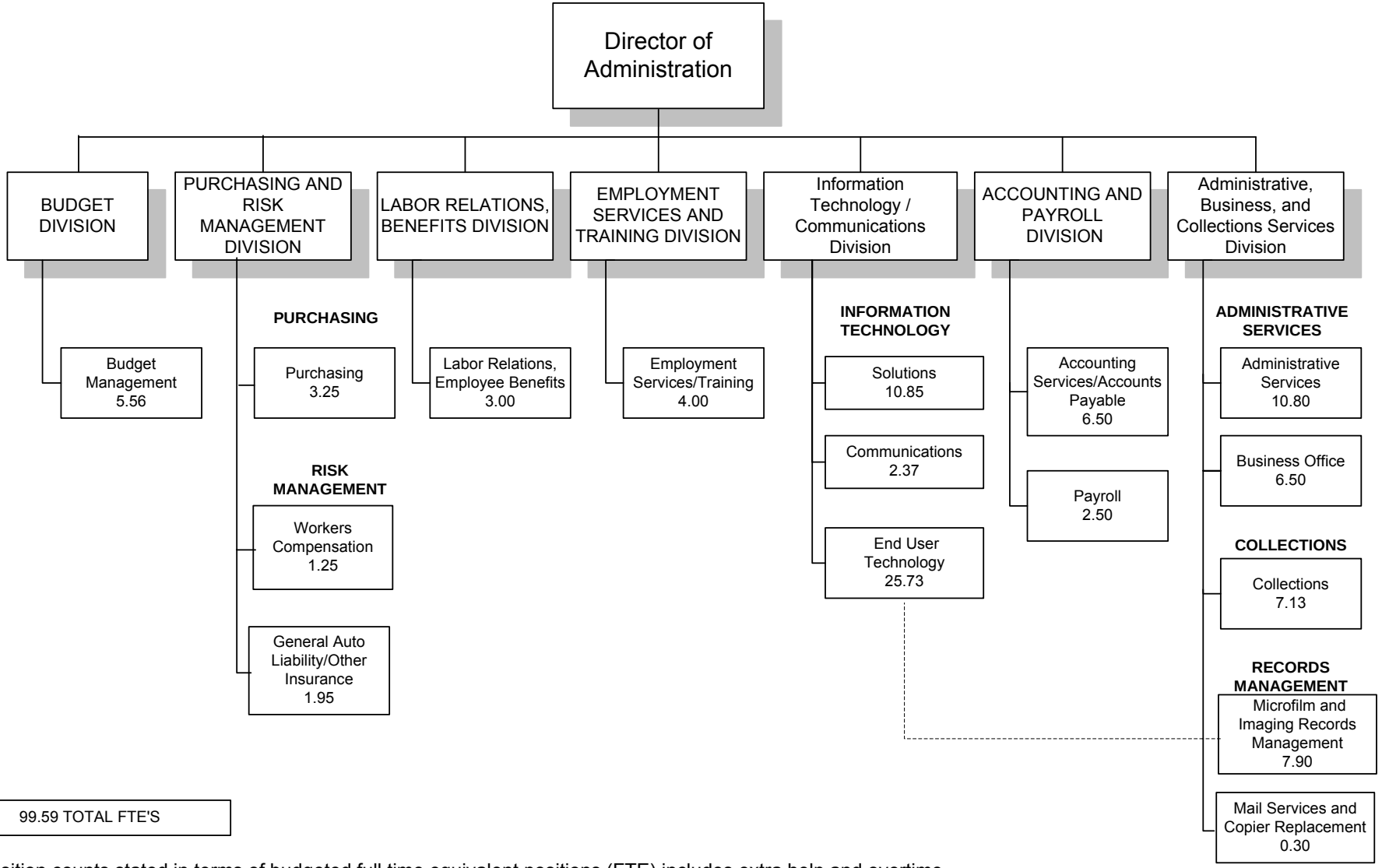
Department of Administration

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.

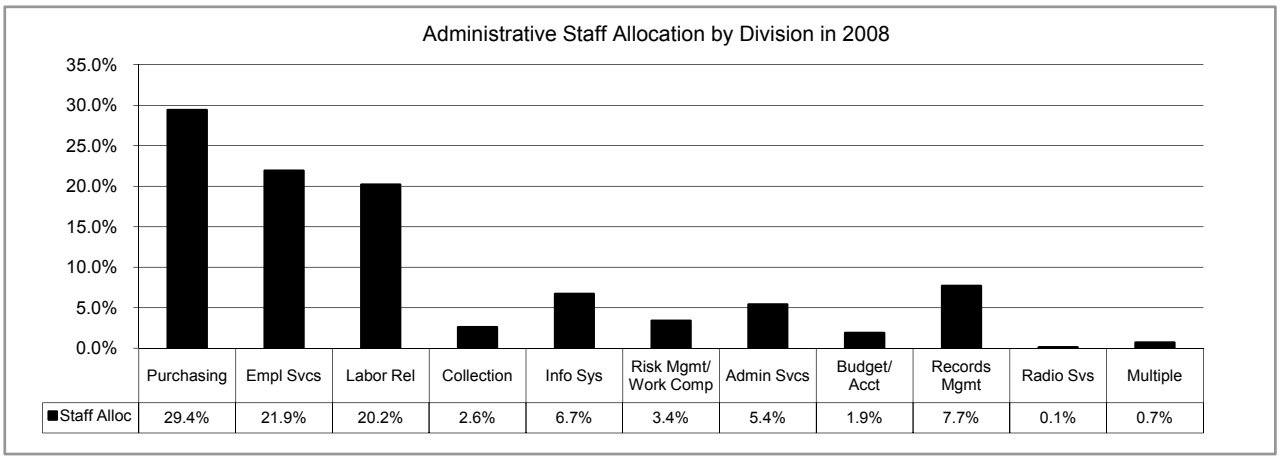
	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	**10.80**	**10.80**	**10.80**	**10.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County 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.

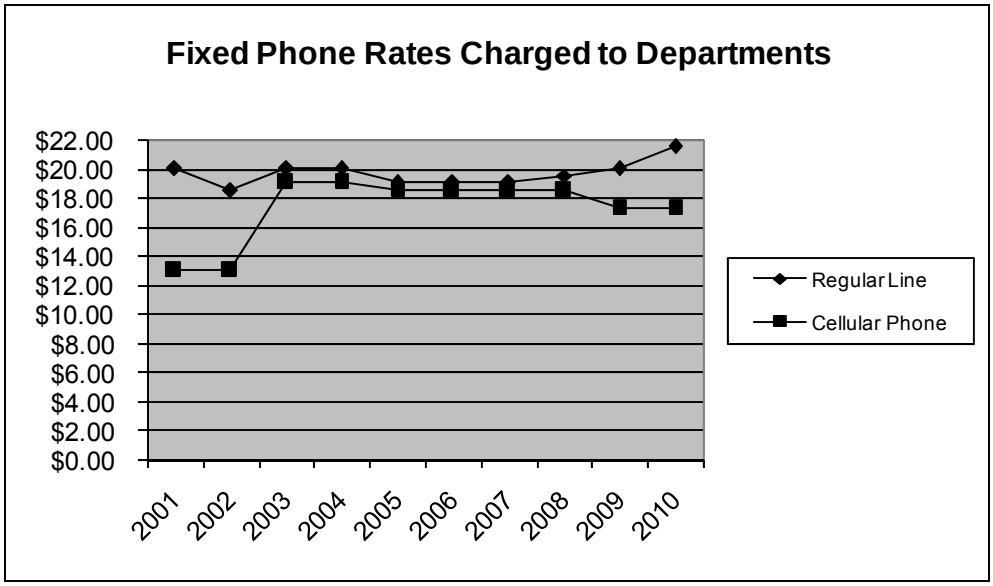
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

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%

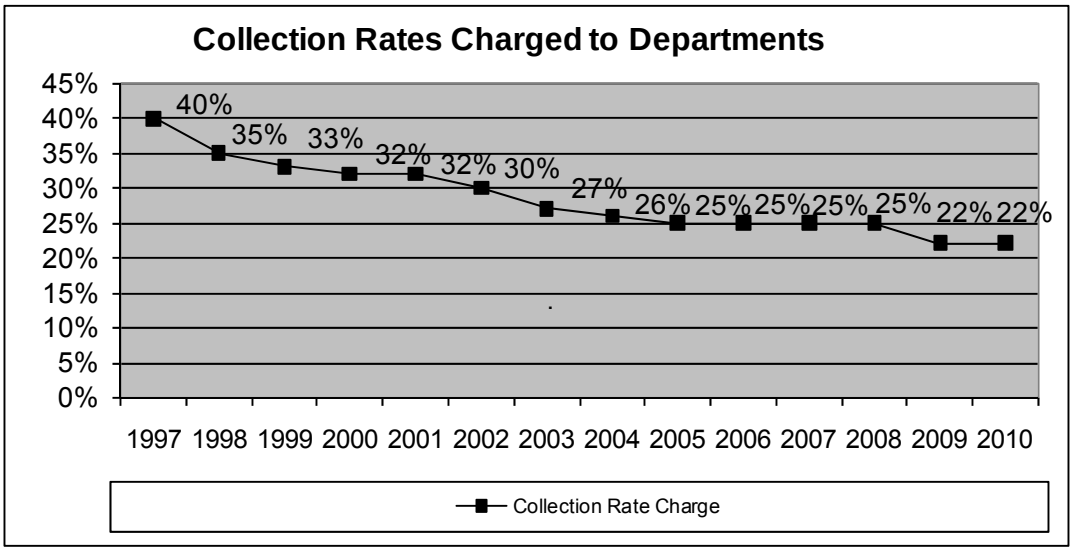
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).

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.