General Administration

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change from 2010 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)	$19,630,533	$20,015,621	$20,737,476	$20,553,479	$537,858	2.7%
County Tax Levy (c)	$953,824	$777,836	$777,836	$392,803	($385,033)	-49.5%
Expenditure (b)	$19,282,182	$20,888,457	$20,351,602	$21,020,500	$132,043	0.6%
Rev. Over (Under) Exp.	$324,337	-	$779,954	-	-	N/A
Oper Income/(Loss) (d)	$977,838	($95,000)	$383,756	($74,218)	20,782	-21.9%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$15,433	$10,500	$11,405	$10,500	$0	0.0%
County Tax Levy	$548,569	$548,569	$548,569	$548,569	$0	0.0%
Expenditure	$465,323	$559,069	$510,638	$559,069	$0	0.0%
Rev. Over (Under) Exp.	$98,679	-	$49,336	-	-	N/A
COUNTY BOARD						
Revenues	$67,133	$0	$161,162	$0	$0	N/A
County Tax Levy	$1,314,173	$1,310,373	$1,310,373	$1,215,862	($94,511)	-7.2%
Expenditure	$1,086,438	$1,310,373	$1,383,846	$1,215,862	($94,511)	-7.2%
Rev. Over (Under) Exp.	$294,868	-	$87,689	-	-	N/A
COUNTY CLERK						
Revenues (a)	$211,744	$265,610	$259,400	$208,592	($57,018)	-21.5%
County Tax Levy	$283,970	$300,102	$300,102	$310,360	$10,258	3.4%
Expenditure	$473,905	$565,712	$551,507	$518,952	($46,760)	-8.3%
Rev. Over (Under) Exp.	$21,809	-	$7,995	-	-	N/A
COUNTY TREASURER						
Revenues	$7,693,821	$8,060,139	$8,421,894	$8,055,250	($4,889)	-0.1%
County Tax Levy (c)	($7,556,440)	($7,418,719)	($7,418,719)	($7,400,462)	$18,257	-0.2%
Expenditure	$532,568	$641,420	$575,762	$654,788	$13,368	2.1%
Rev. Over (Under) Exp.	($395,187)	-	$427,413	-	-	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	$11,182,040	$11,225,042	$11,429,285	$11,827,037	$601,995	5.4%
County Tax Levy	$5,370,345	$5,036,323	$5,036,323	$4,712,458	($323,865)	-6.4%
Expenditure (b)	$15,351,806	$16,356,365	$15,888,464	$16,613,713	$257,348	1.6%
Rev. Over (Under) Exp.	$222,741	-	$193,388	-	-	N/A
Oper Income/(Loss) (d)	$977,838	($95,000)	$383,756	($74,218)	20,782	-21.9%
CORPORATION COUNSEL						
Revenues (a)	$460,362	$454,330	$454,330	$452,100	($2,230)	-0.5%
County Tax Levy	$993,207	$1,001,188	$1,001,188	$1,006,016	$4,828	0.5%
Expenditure	$1,372,142	$1,455,518	$1,441,385	$1,458,116	$2,598	0.2%
Rev. Over (Under) Exp.	$81,427	-	$14,133	-	-	N/A

(a) The 2011 Budget includes a total of $1,713,506 of Fund Balance appropriations, which includes $846,779 for the DOA End User Technology Program, $41,685 for DOA Records Management, $528,522 for DOA Risk Management, $34,399 for DOA Communications, $260,621 for DOA Collections, and $1,500 in DOA Human Resources. 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.

(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 2011 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund, $529,280. Total 2010 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $432,214.

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

(d) 2009 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

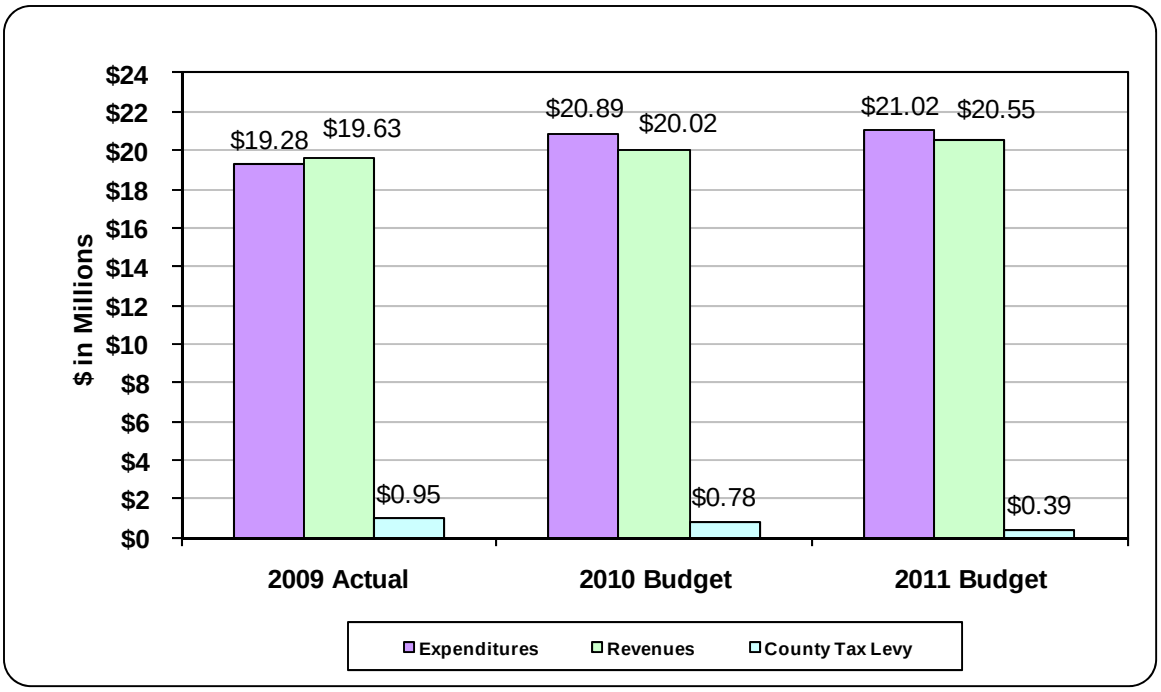
Functional Area Budget Highlights

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 2011 Expenditure Budget for this functional area totals $21,020,500, after adjustments to exclude proprietary fund capitalized fixed asset items. This is an increase of $132,043 or 0.6% from the 2010 Adopted Budget. Budgeted revenues, including $1,713,506 of fund balance appropriations, total $20,553,479 an increase of $537,858 or 2.7% from the 2010 Adopted Budget. The Tax Levy necessary to fund this functional area totals $392,803, a decrease of $385,033 or 49.5% from the 2010 Adopted Budget mostly due to Tax Levy reallocation from the End User Technology Fund to Departmental budgets to reduce the Fund subsidy and reflect program use.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes from the 2011 Budget include:

- The **County Board Chair's Office** personnel costs decrease $93,955 or 9%, mainly due to unfunding 1.0 FTE Office Services Coordinator position in 2011 and underfilling the vacant Legislative Policy Analyst with a Programs and Projects Analyst in 2010.
- The **County Clerk's Office** expenditures are decreasing $46,760 to $518,952, mainly due to the removal of $47,000 of non-reoccurring election related costs and related General Fund Balance appropriation. General Fund Balance is not needed during odd-numbered (2011) election year, due to lower elections activity.
- The **Office of the Treasurer** revenues include an estimated decrease in investment income of $430,000 to about $4,900,000 as lower rates of return experienced **in 2010** are expected to continue into 2011. Agricultural Use Conversion penalties are budgeted to decrease by at least $50,000 to $80,000 reflecting estimated lower receipts from agricultural land use conversions fees based on a depressed land development market. Penalties and interest on delinquent taxes are budgeted to increase by $450,000 to almost $2.9 million due to higher levels of delinquent tax receipts experienced in 2009 and 2010.
- **DOA-General Fund** cost to continue expenditures are estimated to increase by $158,500 or 2.7%. This increase is partially offset by cost savings from the staff re-organization in Human Resources ($42,000) and an increase in revenue of $77,400 primarily due to an increase in capturing County-wide indirect cost recovery revenues and higher recurring indirect revenue from Child Support by $83,000 and about $30,000 from Sheriff Patrol contracts. However, overall County-wide indirect revenues are being reduced from 90% to 85% or about $45,000. The Tax Levy increases about $81,000 or 1.9%.
- Overall **DOA-End User Technology Fund (EUTF)** expenditure budget decreases by $52,777 or under 1%. Tax Levy Support for EUTF decreases by $380,000 to $399,872, mostly due to reallocating the tax levy subsidy in the End User Technology program out to departments to reflect infrastructure use. EUTF charges to departments overall are increasing due to the phasing in of the full-cost of technology resources being used. This phase-in is planned to be completed in the 2012 Budget.
- **DOA-Risk Management** division operating expenditures increase by $63,700 to $2,165,394 or 3%. This primarily reflects an increase in purchased insurance costs and claim payments for general, automobile liability insurance, and estimated future claim payments based on current upward trends for worker's compensation. Risk Management expenditures are subsidized with General Fund Balance of $528,522 or 21%, intended to be phased-out over the next five years. Charges to Departments funds only $1,463,400 or 58% of Risk Management's costs.
- **DOA-Collections** division will continue to provide a Tax Levy credit of $120,000, which is an increase of $25,000 from the 2010 budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. The collection rate charged to departments remains at the 2010 Budget level of 22%.
- **Corporation Counsel** revenue increases $12,770 due to higher legal services requested by the Health and Human Services Department for their clients, which are billable to various funding sources.

BUDGETED POSITIONS 2009-2011
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2009 Actual	2010 Adopted Budget	2010 Modified Budget	2011 Budget	10-11 Change
COUNTY EXECUTIVE	General	4.50	4.50	4.50	4.50	-
COUNTY BOARD	General	8.00	8.00	8.00	7.00	(1.00)
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	50.75	51.60	51.60	51.60	-
	End User Technology	27.45	26.60	26.60	26.60	-
	Risk Management	3.20	3.20	3.20	3.20	-
	Communications	2.35	2.35	2.35	2.35	-
	Collections	5.75	5.75	5.75	5.75	-
	Subtotal Dept. of Admin.	89.50	89.50	89.50	89.50	-
CORPORATION COUNSEL	General	11.40	11.40	11.40	11.40	-
TOTAL REGULAR POSITIONS		123.40	123.40	123.40	122.40	(1.00)
TOTAL EXTRA HELP		10.57	12.09	12.09	10.69	(1.40)
TOTAL OVERTIME		0.17	0.14	0.14	0.17	0.03
TOTAL BUDGETED POSITIONS		134.14	135.63	135.63	133.26	(2.37)

2011 BUDGET ACTIONS

County Board
Unfund 1.00 FTE Office Services Coordinator in Legislative Support

County Clerk
Reduce Extra Help by 0.27 FTE
Increase Overtime by 0.01 FTE

Department of Administration - General Fund
Increase Overtime by 0.02 FTE
Retitle Senior Financial Analyst to Senior Financial Budget Analyst

Department of Administration - Collections Fund
Increase Extra Help by 0.75 FTE

Department of Administration - End User Technology Fund
Reduce Extra Help by 1.88 FTE

2010 CURRENT YEAR ACTIONS

Department of Administration - General Fund
Abolish 1.00 FTE Employment Services Manager
Create 1.00 FTE Human Resources Analyst
Re-title 1.00 FTE Labor Relations Manager to Human Resources Manager
Reclassify 1.00 FTE Clerk Typist II Confidential to Clerk Typist III Confidential in Administrative Services

Corporation Counsel
Transfer in 0.60 FTE Senior Attorney from Corporation Counsel - Child Support Division
Transfer out 0.60 FTE Principal Assistant Corp. Counsel to Corporation Counsel - Child Support Division

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

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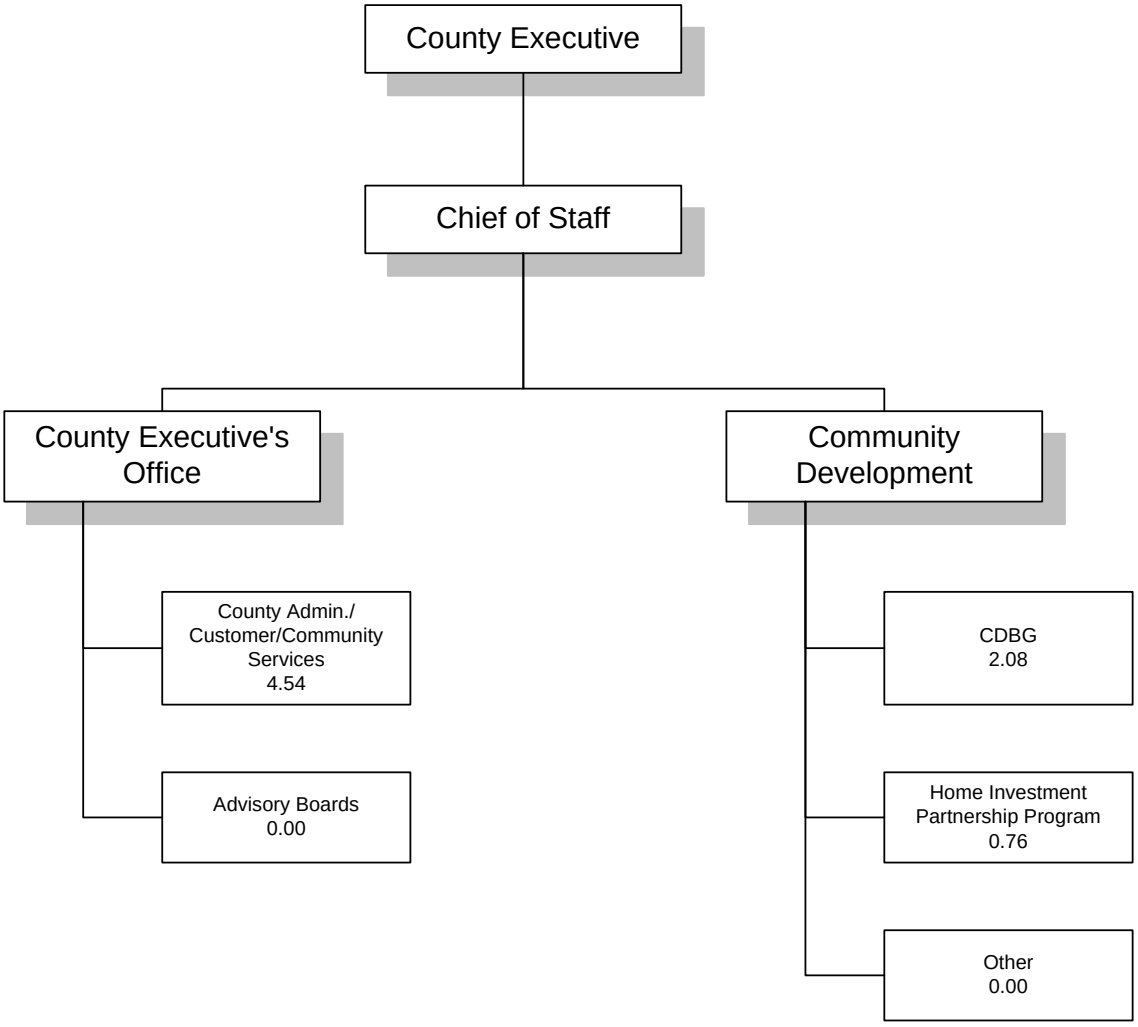
County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



7.38 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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$1,758	$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)	$11,675	$10,500	$11,405	$10,500	$0	0.0%
Appr. Fund Balance	$2,000	$0	$0	$0	$0	N/A
County Tax Levy	**$548,569**	**$548,569**	**$548,569**	**$548,569**	**$0**	**0.0%**
Total Revenue Sources	**$564,002**	**$559,069**	**$559,974**	**$559,069**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$411,774	$475,939	$440,602	$477,219	$1,280	0.3%
Operating Expenses	$32,835	$55,359	$45,004	$53,857	($1,502)	-2.7%
Interdept. Charges	$20,714	$27,771	$25,032	$27,993	$222	0.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$465,323**	**$559,069**	**$510,638**	**$559,069**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$98,679	-	$49,336	-	-	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 Other Revenue primarily relates to the County Executive award luncheon.

Major Departmental Strategic Outcomes and Objectives for 2011

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:	2009 Actual	2010 Actual	2011 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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percent of positive survey responses	94%	85%	70%*	85%

**This number is based on five feedback forms received in 2010 as opposed to 50 forms received in 2009.*

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:	2008/2009 Budget	2009/2010 Budget	2010/2011 Budget	3-Year Average
CPI-U core (less food and energy) % of Annual Change (Prior year)	2.6%	1.8%	0.97%	1.68%
Tax increase % on average house	0.5%	1.2%	1.2%	0.93%

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	2008 Actual	2009 Actual	2010 Actual
$ Amount of New Construction *	$963 million	$568.1 million	$397.6 million
% of Change	1.9%	1.1%	0.8%

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

Objective 5: Coordinate and oversee a study of Community Development, HOME and CDBG programs, to determine their proper alignment within the County's organizational structure.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**4.54**	**4.54**	**4.54**	**4.54**	**0.00**
General Government	$1,758	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$11,675	$10,500	$11,405	$10,500	$0
Appr. Fund Balance	$2,000	$0	$0	$0	$0
County Tax Levy	**$513,450**	**$513,450**	**$513,450**	**$513,788**	**$338**
Total Revenues	**$528,883**	**$523,950**	**$524,855**	**$524,288**	**$338**
Personnel Costs	$396,526	$451,344	$419,386	$452,812	$1,468
Operating Expenses	$27,296	$44,835	$35,480	$43,483	($1,352)
Interdept. Charges	$20,714	$27,771	$25,032	$27,993	$222
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$444,536**	**$523,950**	**$479,898**	**$524,288**	**$338**
Rev. Over (Under) Exp.	$84,347	-	$44,957	-	-

(a) The other revenue primarily relates to the County Executive award luncheon and the General Government revenue in 2009 relates to Federal cost recovery from the Centers for Disease Control and Prevention (CDC) for HINI efforts.

Program Highlights

Overall, the Personnel costs are increased by $1,468 reflecting costs to continue the 4.54 FTE existing staff. Operating expenses are slightly decreased mostly related to a reduction in printing costs.

Activity Data

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Dept. Heads Reporting to County Exec (a)	10	8	8	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, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. (b)(c)	79	52	100	100

(a) Includes Corporation Counsel and UW Extension
(b) Does not include news releases drafted by departments for County Executive's Office review.
(c) 2010 Estimate and 2011 Budget are higher due to the addition of monthly newsletters and newspaper columns.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 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**	**$34,781**	**($338)**
Total Revenues	**$35,119**	**$35,119**	**$35,119**	**$34,781**	**($338)**
Personnel Costs	$15,248	$24,595	$21,216	$24,407	($188)
Operating Expenses	$5,539	$10,524	$9,524	$10,374	($150)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$20,787**	**$35,119**	**$30,740**	**$34,781**	**($338)**
Rev. Over (Under) Exp.	$14,332	-	$4,379	-	-

Program Highlights

Overall expenses for the Boards and Commissions per diems and other related expenses are budgeted to slightly decrease in 2011 by $338.

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	4	6	1.4
Park & Planning Commission	3	4	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	5	1.0
Ethics Board	0	3	As needed

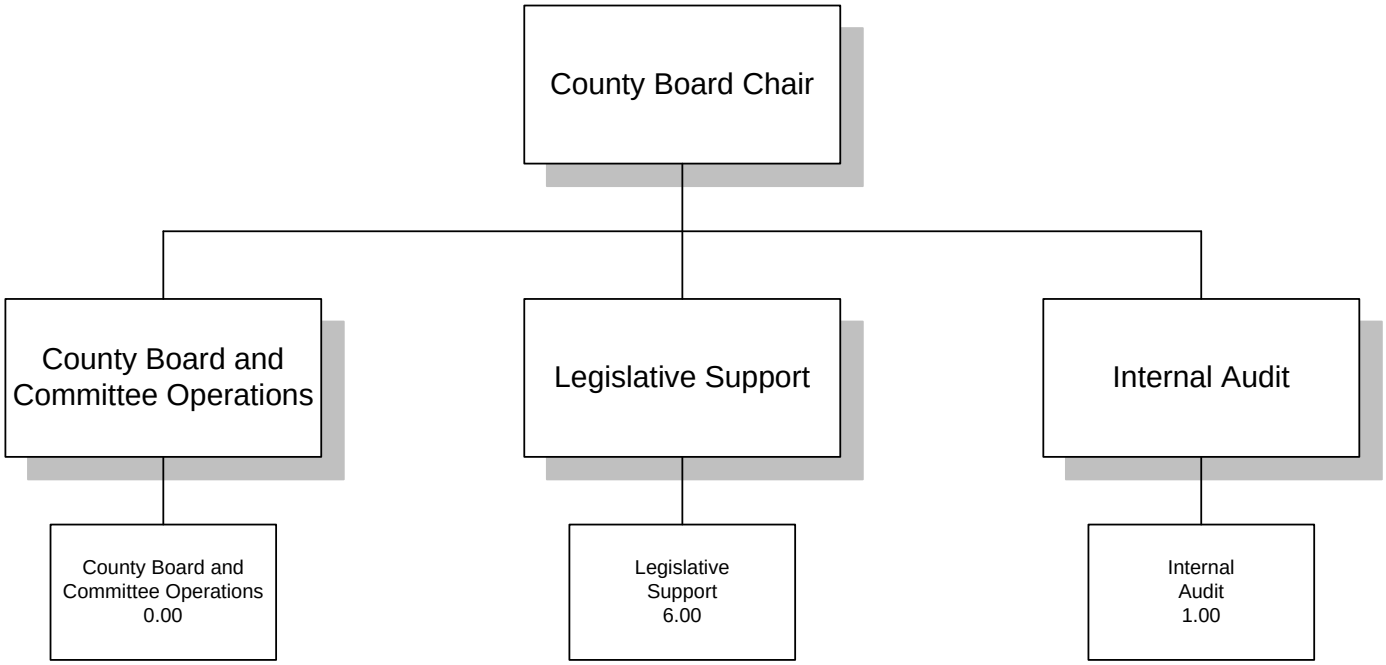
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance 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



7.00 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.

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	2009 Actual (a)	2010 Adopted Budget	2010 Estimate (b)	2011 Budget	Change From 2010 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 (c)	$383	$0	$1,087	$0	$0	N/A
Appr. Fund Balance (a) (b)	$66,750	$0	$160,075	$0	$0	N/A
County Tax Levy	**$1,314,173**	**$1,310,373**	**$1,310,373**	**$1,215,862**	**($94,511)**	**-7.2%**
Total Revenue Sources	**$1,381,306**	**$1,310,373**	**$1,471,535**	**$1,215,862**	**($94,511)**	**-7.2%**
Expenditures						
Personnel Costs	$984,918	$1,043,622	$968,243	$949,627	($93,995)	-9.0%
Operating Expenses (b)	$71,443	$236,049	$385,943	$234,329	($1,720)	-0.7%
Interdept. Charges	$30,077	$30,702	$29,660	$31,906	$1,204	3.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,086,438**	**$1,310,373**	**$1,383,846**	**$1,215,862**	**($94,511)**	**-7.2%**
Rev. Over (Under) Exp.	$294,868	-	$87,689	-	-	N/A

Position Summary (FTE)					
Regular Positions	8.00	8.00	8.00	7.00	(1.00)
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	7.00	(1.00)

(a) General Fund Balance of $66,750 is related to a 2008 purchase order which carried over expenditures 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.

(b) General Fund Balance of $160,075 is related to carry-over expenditure authority from the 2009 Budget to the 2010 Budget in the Internal Audit Program for the following: 1.) $35,000 contract for a General Controls audit of DHHS Billing and Accounts Receivable; 2.) $60,075 contract for a General Controls audit of Information Technology Network Operations; 3.) $65,000 for a Department of Public Works - Central Fleet audit.

(c) $383 of unbudgeted General Donations revenue was realized in 2009 through donations from the county supervisors.

Major Departmental Strategic Outcomes and Objectives for 2011

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:	2008 Actual	2009 Actual	2010 Target	2011 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: New construction growth in the county's equalized value.

Performance Measure:	2008 Actual	2009 Actual	2010 Actual
$ Amount of New Construction*	$963 million	$568.1 million	$397.6 million
% of Change	1.9%	1.1%	0.8%

**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)

Anticipated 2011 audits include the implementation of the cashiering system, contracted services, EUTF follow-up, employee health and dental insurance fund, county clerk, and county treasurer.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**6.00**	**(1.00)**
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	**$687,799**	**$689,861**	**$689,861**	**$588,497**	**($101,364)**
Total Revenues	**$687,799**	**$689,861**	**$689,861**	**$588,497**	**($101,364)**
Personnel Costs	$588,071	$633,145	$559,583	$532,694	($100,451)
Operating Expenses	$14,918	$30,014	$21,861	$26,897	($3,117)
Interdept. Charges	$22,351	$26,702	$26,660	$28,906	$2,204
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$625,340**	**$689,861**	**$608,104**	**$588,497**	**($101,364)**
Rev. Over (Under) Exp.	$62,459	-	$81,757	-	-

Program Highlights
Personnel costs decrease mainly due to the change from unfunding one Legislative Policy Advisor and one Office Services Coordinator and replacing it with an underfilled Programs and Project Analyst. This provides for a net savings of one position and a net dollar savings of approximately $93,932.

As a result of the decrease in staff and resulting changes, mileage is adjusted downward to reflect less travel to Madison. Other related decreases include: telecom equipment rental ($100); books, publications, subscriptions ($200); and telephone lines and services ($840).

Interdepartmental charges increase by $2,204 (8.25%) mainly due to a $2,132 increase in End User Technology Fund charges to phase in the total cost of technology ownership.

Chairman and staff work to promote lower government costs through public policy research and advisements, as well as work with the Local Government Institute, Supreme Court Policy and Planning Committee, Wisconsin Workforce Development Association, Waukesha County Economic Development Corporation, Waukesha-Ozaukee-Washington Tri-County Policy Board, Southeastern Wisconsin Regional Planning Commission and Criminal Justice Committees.

Activity-Workload Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Committee agenda/minutes prepared	270	275	275	275	0
Advisement to committees by staff	294	275	285	250	(25)
Staff participating in community events/meetings/conferences	115	110	100	100	(10)
*Reviewing and advising on state legislative issues	225	225	200	200	(25)

**Measure was restated in 2010 to more accurately reflect department activities.*

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 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	$383	$0	$1,087	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$375,358**	**$375,251**	**$375,251**	**$376,454**	**$1,203**
Total Revenues	**$375,741**	**$375,251**	**$376,338**	**$376,454**	**$1,203**
Personnel Costs	$263,745	$275,416	$274,656	$277,872	$2,456
Operating Expenses	$46,596	$95,835	$94,707	$95,582	($253)
Interdept. Charges	$1,256	$4,000	$3,000	$3,000	($1,000)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$311,597**	**$375,251**	**$372,363**	**$376,454**	**$1,203**
Rev. Over (Under) Exp.	$64,144	-	$3,975	-	-

Program Highlights

Personnel costs are estimated to increase $2,456 to $277,872 due to an increase in the County's required contribution for the Wisconsin Retirement System. County Board supervisor salaries stayed the same as in the previous term of office.

Operating expenses include consulting expenditure appropriations that are generally used for pressing issues that unexpectedly arise and are deemed important to address immediately.

Interdepartmental costs decrease $1,000 for postage as a result of staff and board efficiency enhancements.

Activity-Workload Data

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Ordinances/Resolutions considered	139	150	140	150	0
County Board meetings attended	302	275	275	275	0
Standing Committee meetings attended	664	750	675	675	(75)

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.

	2009 Actual (a)	2010 Budget	2010 Estimate (b)	2011 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) (b)	$66,750	$0	$160,075	$0	$0
County Tax Levy	**$251,016**	**$245,261**	**$245,261**	**$250,911**	**$5,650**
Total Revenues	**$317,766**	**$245,261**	**$405,336**	**$250,911**	**$5,650**
Personnel Costs	$133,102	$135,061	$134,004	$139,061	$4,000
Operating Expenses (b)	$9,929	$110,200	$269,375	$111,850	$1,650
Interdept. Charges	$6,470	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$149,501**	**$245,261**	**$403,379**	**$250,911**	**$5,650**
Rev. Over (Under) Exp.	$168,265	-	$1,957	-	-

(a) 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.

(b) General Fund Balance of $160,075 is related to carry-over expenditure authority from the 2009 Budget to the 2010 Budget in the Internal Audit Program for the following: 1.) $35,000 contract for a General Controls audit of DHHS Billing and Accounts Receivable; 2.) $60,075 contract for a General Controls audit of Information Technology Network Operations. 3.) $65,000 for a Department of Public Works - Central Fleet audit.

Program Highlights

Operating expenses remain stable and include contracted audit costs.

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 2011 audits include the implementation of the cashiering system (internal), contracted services (contracted), EUTF follow-up (internal), employee health and dental insurance fund (internal), county clerk (contracted), and county treasurer (contracted).

Activity-Workload Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Audits of department activities*	2	4	4	5	1
Consult with departments to assist in various projects*	3	2	3	2	0
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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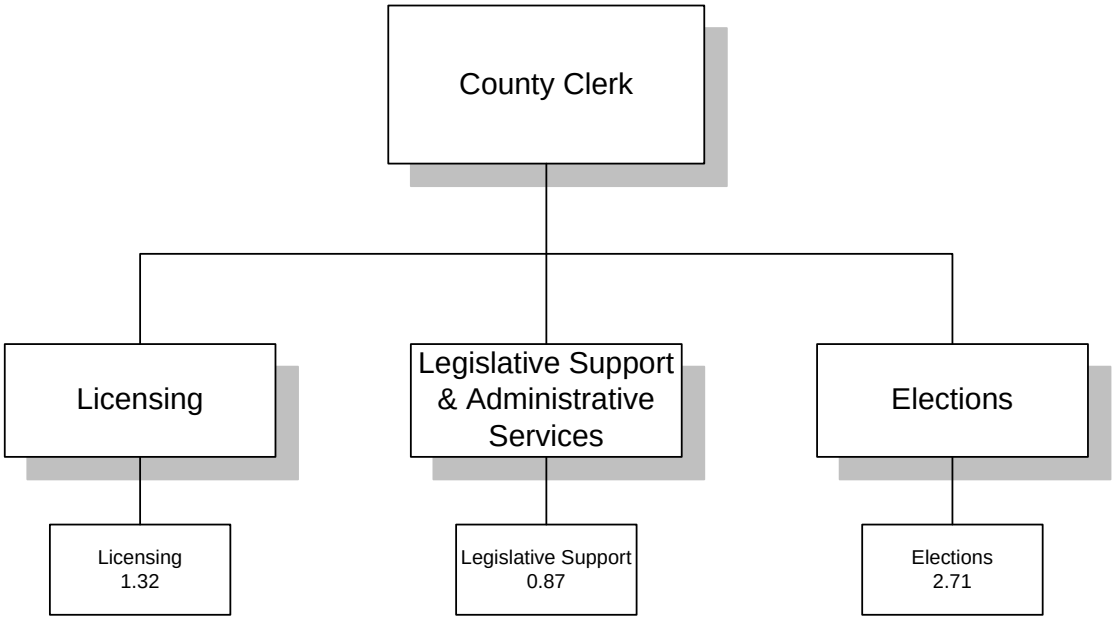
County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



4.90 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	2009 Actual	2010 Budget (a)	2010 Estimate (a)	2011 Budget (b)	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$53,147	$55,000	$58,700	$57,992	$2,992	5.4%
Fine/Licenses	$143,229	$154,960	$140,400	$140,400	($14,560)	-9.4%
Charges for Services	$10,467	$7,250	$8,400	$8,000	$750	10.3%
Interdepartmental	$420	$300	$300	$300	$0	0.0%
Other Revenue	$4,481	$1,100	$4,600	$1,900	$800	72.7%
Appr. Fund Balance (a)	$0	$47,000	$47,000	$0	($47,000)	-100.0%
County Tax Levy (b)	**$283,970**	**$300,102**	**$300,102**	**$310,360**	**$10,258**	**3.4%**
Total Revenue Sources	**$495,714**	**$565,712**	**$559,502**	**$518,952**	**($46,760)**	**-8.3%**
Expenditures						
Personnel Costs (c)	$334,566	$351,083	$336,999	$350,043	($1,040)	-0.3%
Operating Expenses (a)	$106,538	$183,606	$182,600	$128,750	($54,856)	-29.9%
Interdept. Charges (b)	$32,801	$31,023	$31,908	$40,159	$9,136	29.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$473,905**	**$565,712**	**$551,507**	**$518,952**	**($46,760)**	**-8.3%**
Rev. Over (Under) Exp.	$21,809	-	$7,995	-	-	N/A

Position Summary (FTE) (c)					
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help	0.80	1.16	0.74	0.89	(0.27)
Overtime	0.01	0.00	0.02	0.01	0.01
Total FTEs	**4.81**	**5.16**	**4.76**	**4.90**	**(0.26)**
Shared Position (c)	0.07	0.00	0.00	0.00	0.00
Total FTEs and & Shared Position	**4.88**	**5.16**	**4.76**	**4.90**	**(0.26)**

(a) 2010 Budget and Estimate reflects one-time General Fund Balance appropriation of $47,000 for higher estimated costs associated with the higher number of elections in the even-numbered election year. For the 2011 budget, this $47,000 in General Fund balance is removed.

(b) Tax levy of $6,758 is being shifted from the End User Technology Fund, for technology expenditure increases above 3%, to cover the phasing in of full-cost of technology ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit.

(c) Total FTE counts for the 2009 actual, do not include staff resources from a shared clerical position, which was budgeted for in the Treasurer's Office and charged back through interdepartmental appropriations. This arrangement with the Treasurer's Office was discontinued during the first quarter of 2009, and available funds were instead budgeted (in 2010 and 2011) to cover an equivalent level of temporary extra help assistance (estimated at approximately 0.45 FTE).

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*

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.52**	**1.31**	**1.07**	**1.32**	**0.01**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$143,229	$154,960	$140,400	$140,400	($14,560)
Charges for Services	$9,610	$7,000	$7,500	$7,500	$500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenues	$59	$0	$27	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit)	**($48,969)**	**($67,107)**	**($67,107)**	**($43,822)**	**$23,285**
Total Revenues	**$103,929**	**$94,853**	**$80,820**	**$104,078**	**$9,225**
Personnel Costs	$96,766	$71,145	$63,267	$73,703	$2,558
Operating Expenses	$12,144	$12,178	$11,552	$14,072	$1,894
Interdept. Charges	$14,117	$11,530	$12,876	$16,303	$4,773
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$123,027**	**$94,853**	**$87,695**	**$104,078**	**$9,225**

Rev. Over (Under) Exp.	($19,098)	-	($6,875)	-	-

Program Highlights

License revenue decreases by $14,560 to $140,400, which is mostly due to a decrease in marriage license fee revenues by $9,960 to $105,000 (or by 156 newly issued marriage licenses), based on a declining trend in marriage license activity, and to be closer to 2009 actual revenues received of $104,605. In addition, passport application fees decline by $5,000 to $35,000 due to declining passport activity, likely resulting from the economic recession, as fewer people are traveling outside of the country. The tax levy credit generated by this program (to help fund other programs in the County Clerk's Office) decreases by $23,285, mostly due to a reduction in license revenue (mentioned above) and higher program expenditures (discussed below).

Personnel costs increase $2,558, mostly due to the cost to continue 1.31 FTE regular and temporary staff allocated to this program and $444 budgeted for overtime or 0.01 FTE (about 20 hours). Operating expenditures increase by $1,894, mostly due to an increase in next-day postage expenses for passports mailings by $1,500 to $2,500, which is paid for by passport applicants. Interdepartmental charges increase by $4,773, mostly due to an increase in Records Management charges by $1,339 and an increase in End User Technology Fund (EUTF) computer charges allocated to this program by $3,353 due to the phasing in of full-cost of technology ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. Overall Tax Levy of $6,758 is provided (shifted in) from EUTF to partially offset the impact of this cost phase in, for a net increase in EUTF charges of only $697 or 3% across all County Clerk programs.

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

	2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Budget	Budget Change
Marriage Licenses (a)	1,856	1,853	1,734	1,906	1,750	(156)
Dog Licenses	18,573	18,556	18,091	18,500	18,500	0
Passports Applications	2,102	1,352	1,294	1,600	1,400	(200)

(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.

	2009 Actual	2010 Budget (a)	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**1.69**	**2.98**	**2.75**	**2.71**	**(0.27)**
General Government	$53,147	$55,000	$58,700	$57,992	$2,992
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)	$0	$47,000	$47,000	$0	($47,000)
County Tax Levy	**$212,359**	**$304,966**	**$304,966**	**$288,911**	**($16,055)**
Total Revenues	**$265,506**	**$406,966**	**$410,666**	**$346,903**	**($60,063)**
Personnel Costs	$126,367	$223,580	$215,221	$218,613	($4,967)
Operating Expenses (a)	$85,141	$167,803	$165,348	$108,553	($59,250)
Interdept. Charges	$14,238	$15,583	$15,120	$19,737	$4,154
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$225,746**	**$406,966**	**$395,689**	**$346,903**	**($60,063)**
Rev. Over (Under) Exp.	$39,760	-	$14,977	-	-

(a) 2010 Budget and Estimate reflect one-time General Fund Balance appropriation of $47,000 for higher estimated costs associated with the higher number of elections in the even-numbered election year. For the 2011 budget, this $47,000 in General Fund balance is removed.

Program Highlights

General Government revenues, which consist of municipal reimbursements for election-related work, increase by $2,992 to $57,992, based on an increase in billable rates to municipalities and school districts and an anticipated increase in billable hours due to redistricting of election boundaries. General Fund Balance appropriation of $47,000, budgeted in 2010 for higher estimated costs associated with the higher number of elections in the even-numbered election year, is removed in the 2011 budget. Tax Levy budgeted in this program decreases by $16,055 to $288,911, mostly due to a decrease in budgeted expenditures, described below.

Personnel costs decrease by $4,967, mostly due to a decrease in temporary extra help by $7,280 (0.27 FTE or about 560 hours) to $9,146 (0.31 or about 640 hours) budgeted in this program as there are fewer elections and related costs anticipated in 2011, compared with 2010. Operating expenditures decrease by $59,250, mostly due to fewer election costs anticipated in 2011 (mentioned above), including lower ballot and miscellaneous election costs by $47,000 to $80,000 and legal notice costs by $13,500 to $11,500. Decreasing operating expenditures are partially offset by an increase in contracted services by $750 to $1,545, due to the potential need for modifications to election software as a result of redistricting.

Activity	**2007**	**2008**	**2009**	**2010**	**2011 Est.**
Number of Waukesha County Registered Voters	265,337	265,337	262,763	259,022	259,022

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.60**	**0.87**	**0.94**	**0.87**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$857	$250	$900	$500	$250
Interdepartmental	$420	$300	$300	$300	$0
Other Revenue	$4,422	$1,100	$4,573	$1,900	$800
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$120,580**	**$62,243**	**$62,243**	**$65,271**	**$3,028**
Total Revenues	**$126,279**	**$63,893**	**$68,016**	**$67,971**	**$4,078**
Personnel Costs	$111,433	$56,358	$58,511	$57,727	$1,369
Operating Expenses	$9,253	$3,625	$5,700	$6,125	$2,500
Interdept. Charges	$4,446	$3,910	$3,912	$4,119	$209
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$125,132**	**$63,893**	**$68,123**	**$67,971**	**$4,078**

Rev. Over (Under) Exp.	$1,147	-	($107)	-	-

Program Highlights

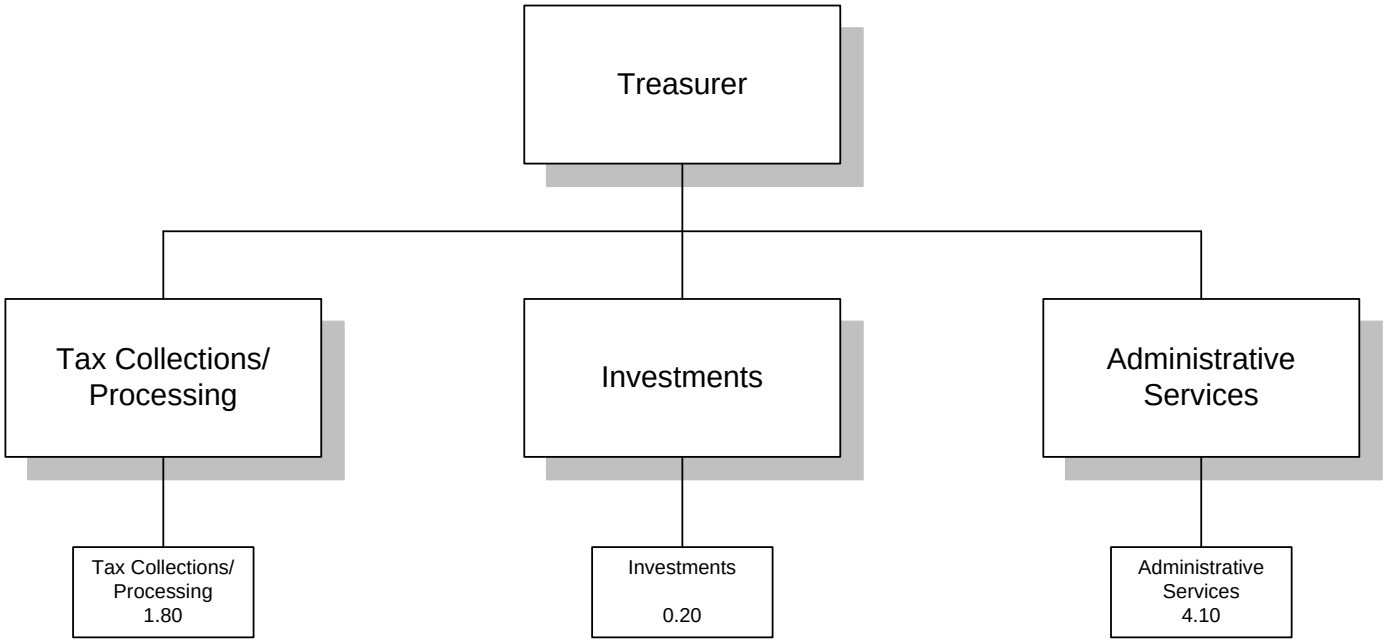
Other Revenue consists of reimbursements from municipal officials for meeting supplies, which increase by $800 to $1,000, to be closer to 2009 actual experience of $3,055 and publication sales of the "Directory of Public Officials" which remain at the 2010 budget level of $900. County Tax Levy budgeted in this program increase by $3,028 to $65,271, mostly due to expenditure increases described below.

Personnel costs increase by $1,369 due to the cost to continue 0.87 FTE regular and temporary staff allocated to this program. Operating expenditures increase by $2,500, due to an increase in legal notices by $2,500 to $4,000 to be closer to 2009 actual spending of $3,268.

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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$45,749	$130,000	$56,800	$80,000	($50,000)	-38.5%
Charges for Services	$95,416	$103,739	$137,849	$107,200	$3,461	3.3%
Interdepartmental	$3,064	$0	$0	$0	$0	N/A
Other Revenue (a)	$7,549,592	$7,826,400	$8,227,245	$7,868,050	$41,650	0.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/ (Credit) (b)(c)	**($7,556,440)**	**($7,418,719)**	**($7,418,719)**	**($7,400,462)**	**$18,257**	**0.2%**
Total Revenue Sources (b)	**$137,381**	**$641,420**	**$1,003,175**	**$654,788**	**$13,368**	**2.1%**
Expenditures						
Personnel Costs	$302,452	$371,246	$312,417	$376,779	$5,533	1.5%
Operating Expenses	$105,151	$139,716	$131,877	$143,924	$4,208	3.0%
Interdept. Charges (c)	$124,965	$130,458	$131,468	$134,085	$3,627	2.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$532,568**	**$641,420**	**$575,762**	**$654,788**	**$13,368**	**2.1%**
Rev. Over (Under) Exp.	($395,187)	$0	$427,413	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	6.00	6.00	6.00	6.00	0.00	
Extra Help	0.06	0.06	0.06	0.06	0.00	
Overtime	0.04	0.04	0.04	0.04	0.00	
Total	6.10	6.10	6.10	6.10	0.00	
Shared Position	0.00	0.00	0.00	0.00	0.00	

a) For budget comparison purposes, the 2009 Actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market 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 $1,857 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 charging method to better reflect technology resources being used by departments, as recommended by Internal Audit, for expenditure increases above 3%.

Current and Proposed Capital Projects (a)

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '10	Est. Operating Impact	A=Annual T=One-Time
200205	Tax Records Replacement (b)	2010	$900,000	100%	$22,000	A
200414	County-wide Cashiering (c)	2011	$970,000	95%	$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 2010 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 2010 and are expected to go unspent, as the systems will not be implemented until the 4th Quarter of 2010.

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 End User Technology Fund (EUTF) and the Treasurer budget will not be impacted until 2012. The actual operating impact for the Treasurer budget will be determined at a later date.

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 2011

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 2009 and 2010 tax bills, a 2011 target (estimate) will be developed during 2010 after implementation of the tax system.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
# Tax payments received electronically	N/A	TBD	TBD	TBD
Projected estimated cost savings	N/A	TBD	TBD	TBD

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.24**	**1.80**	**1.80**	**1.80**	**0.00**
Fine/Licenses	$45,749	$130,000	$56,800	$80,000	($50,000)
Charges for Services	$94,593	$101,739	$136,849	$106,000	$4,261
Interdepartmental	$766	$0	$0	$0	$0
Other Revenue	$3,017,416	$2,475,000	$3,255,525	$2,946,650	$471,650
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy \ (Credit) (a)	($2,213,584)	($2,457,784)	($2,457,784)	($2,881,319)	($423,535)
Total Revenues	**$944,940**	**$248,955**	**$991,390**	**$251,331**	**$2,376**
Personnel Costs	$76,814	$95,252	$78,098	$94,721	($531)
Operating Expenses	$82,930	$98,100	$102,777	$101,308	$3,208
Interdept. Charges	$52,239	$55,603	$55,603	$55,302	($301)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$211,983**	**$248,955**	**$236,478**	**$251,331**	**$2,376**
Rev. Over (Under) Exp.	$732,957	-	$754,912	-	-

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

Tax Collection (cont.)

Program Highlights

Fines/Licenses revenue consists of Agricultural Use Conversion Charges are budgeted to decrease by $50,000 or 38.46% to $80,000 due to the slow down in real estate development.

Charges for Services are budgeted to increase $4,261 or 4.0% to $106,000 which includes costs associated with contracted municipal tax collections which increase $1,261 or 2.0% to $73,000 and In-Rem Revenue is budgeted to increase by $3,000 or 10% to $33,000 reflecting the rise of properties in foreclosure.

Other Revenue is budgeted to increase $471,650 which includes a budgeted increase in Penalty and Interest on delinquent taxes of $450,000 or 6.50% reflecting the rise in tax delinquencies; Payments in Lieu of Taxes is budgeted to increase by $15,000 or 37.50% to more closely reflect 2010 revenue; Tax Deed Sales is budgeted to increase by $6,250 or 20%; and Recoveries is budgeted to increase by $400 or 13%.

Personnel costs are budgeted to decrease by $531 to $94,721 due to an increase in salaries offset by a decrease in health and dental insurance.

Operating expenses are budgeted to increase by $3,208 due to a decrease of Reim For Personal Property Tax of $1,000 or 4.0%; an increase of Outside Printing of $708 or 4.0%; and an increase of In-Rem Expenses of $3,000 or 10.0%. The increases are offset by a decrease in Postage of $1,000 or 6.5% and a decrease of Advertising and Legal Notices of $500 or 50.0%.

Interdepartmental charges decrease of $301 is primarily due to an decrease of Interdepartmental Postage of $1,800 or 16.00% offset by an increase in Interdepartmental Operating Expenses and costs related to the DOA Principal Financial Analyst position for tax collection services provided to the Treasurer is increasing $541 to $20,324.

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

	2004	2005	2006	2007	2008	2009	2010 Est.
Interest	$1,510,900	$1,255,314	$1,250,235	$1,213,129	$1,456,248	$1,953,118	$2,102,400
Penalty	$759,200	$640,294	$634,653	$606,402	$749,364	$1,007,175	$1,069,800
TOTAL	$2,219,610	$2,270,100	$1,895,608	$1,884,888	$1,819,531	$2,962,302	$3,172,200

Activity

The Treasurer's Office collected first installment taxes for twelve municipalities in the 2009-2010 tax years. The dollars collected increased by $5.5 million to $137.4 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	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Village of Men. Falls	$55,466,892	$54,790,386	$56,574,790	$58,215,725	$60,985,033	$64,339,552
City of Delafield	$13,200,328	$13,769,943	$14,242,282	$14,999,037	$15,434,974	$15,557,891
Village of Pewaukee	$11,772,074	$12,587,323	$12,130,339	$12,188,606	$12,917,048	$12,920,211
Village of Wales	$3,280,504	$3,487,417	$3,692,573	$3,955,811	$4,045,371	$4,373,080
Town of Brookfield	$12,162,086	$11,691,996	$11,999,351	$12,118,745	$11,959,197	$12,489,714
Village of Merton	$2,920,517	$3,527,926	$4,030,582	$4,187,394	$4,143,616	$4,572,666
Village of Lannon	$1,324,682	$1,326,852	$1,317,869	$1,310,240	$1,445,786	$1,496,486
Village of Nashotah	$2,287,938	$2,304,799	$2,216,218	$2,283,807	$2,113,498	$2,255,421
Village of Dousman	$1,960,626	$1,944,607	$2,244,893	$2,161,110	$2,161,526	$2,167,348
Village of Lac La Belle	$1,418,721	$1,510,936	$1,435,724	$1,382,026	$1,417,124	$1,345,392
Village of Oconomowoc Lake	$3,847,339	$4,014,401	$4,394,283	$4,402,494	$4,655,719	$4,532,374
Town of Waukesha	$10,238,144	$10,123,240	$10,418,946	$10,933,378	$10,608,409	$11,320,785
TOTAL	$119,879,851	$121,079,826	$124,697,850	$128,138,373	$131,887,299	$137,370,918

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
Other Revenue (a)	$4,530,454	$5,350,000	$4,970,000	$4,920,000	($430,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy \ (Credit) (b)	($5,695,566)	($5,294,825)	($5,294,825)	($4,863,490)	$431,335
Total Revenues	**($1,165,112)**	**$55,175**	**($324,825)**	**$56,510**	**$1,335**
Personnel Costs	$17,596	$17,820	$17,870	$18,136	$316
Operating Expenses	$2,529	$0	$25	$0	$0
Interdept. Charges	$36,549	$37,355	$37,355	$38,374	$1,019
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$56,674**	**$55,175**	**$55,250**	**$56,510**	**$1,335**
Rev. Over (Under) Exp.	($1,221,786)	-	($380,075)	-	-

(a) 2010 Estimate of investment income is projected to be $450,000 lower than 2010 budget figures as a result of expected lower investment rates of return.
(b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

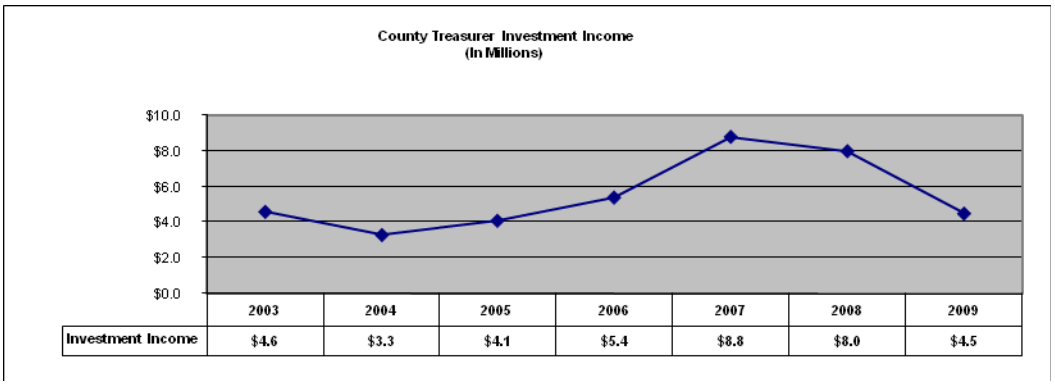
Program Highlights

Personnel costs and operating expenses remain stable at approximately the 2010 budget levels.

Interdepartmental charges increase of $1,019 to $38,374 is primarily due to the costs related to the DOA Principal Financial Analyst position for investment services which increases $1,007 to $37,746.

Activity

Interest rates declined to historic levels throughout 2003-2004. 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 declined significantly to $4.5 million. 2010 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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**4.60**	**4.10**	**4.10**	**4.10**	**0.00**
Charges for Services	$823	$2,000	$1,000	$1,200	($800)
Interdepartmental	$2,298	$0	$0	$0	$0
Other Revenue	$1,722	$1,400	$1,720	$1,400	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy \ (Credit) (a)	$352,710	$333,890	$333,890	$344,347	$10,457
Total Revenues	**$357,553**	**$337,290**	**$336,610**	**$346,947**	**$9,657**
Personnel Costs	$208,042	$258,174	$216,449	$263,922	$5,748
Operating Expenses	$19,692	$41,616	$29,075	$42,616	$1,000
Interdept. Charges	$36,177	$37,500	$38,510	$40,409	$2,909
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$263,911**	**$337,290**	**$284,034**	**$346,947**	**$9,657**
Rev. Over (Under) Exp.	$93,642	-	$52,576	-	-

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

Program Highlights

Charges for services are budgeted to decrease from $2,000 to $1,000 to more closely reflect past history trends.

Personnel costs are budgeted to increase $5,748 to $263,922 due to salary increases offset by health and dental insurance decreases.

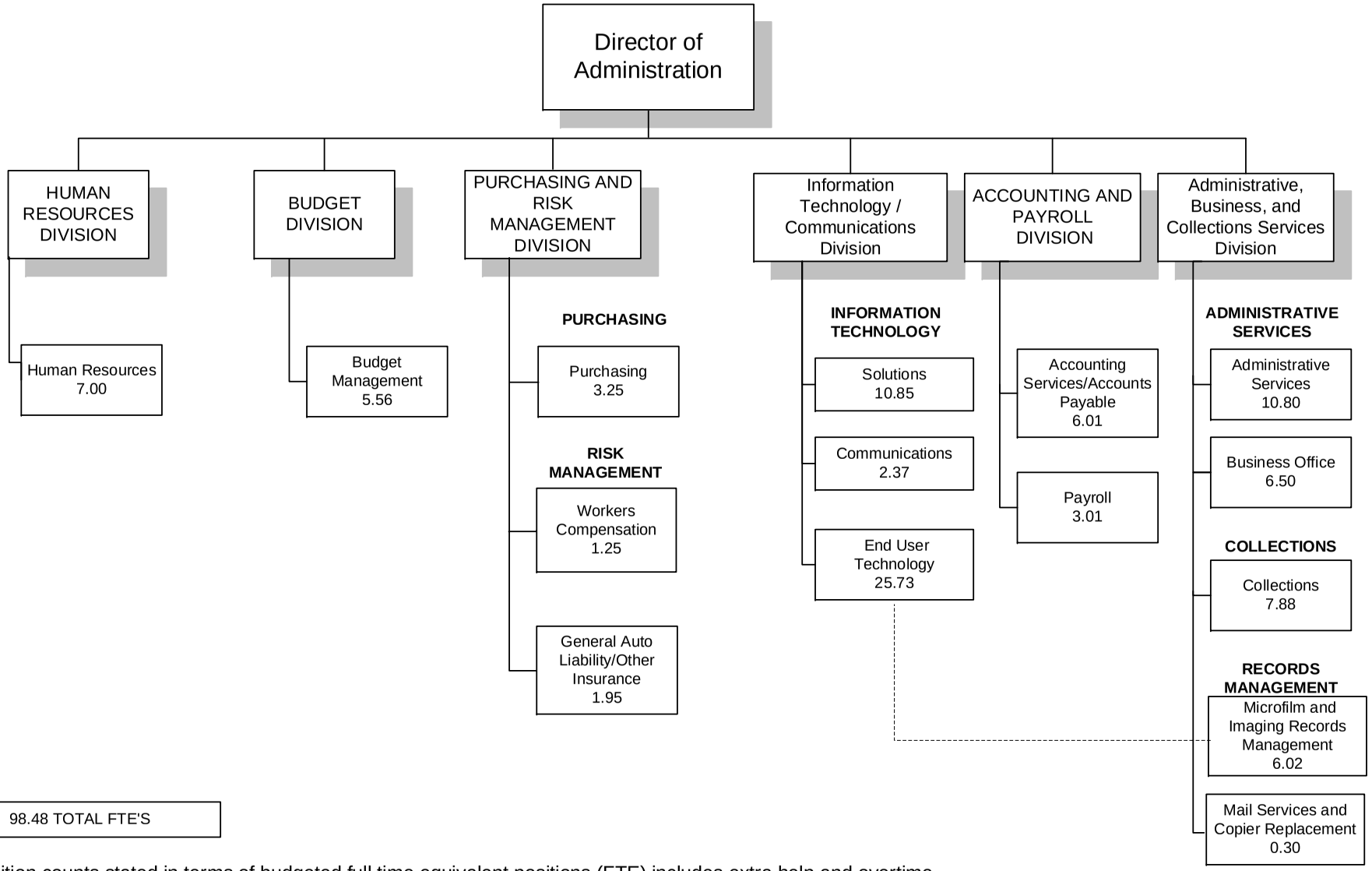
Operating expenses are budgeted to increase $1,000 to $42,616 due to an increase in Advertising and Legal Notices of $3,000 or 300% and Mileage Reimbursement of $200 of 16.67%; offset by a decrease in Office Supplies of $900 or 27.27%; and a decrease in Security Services of $1,300 or 10.83%.

Interdepartmental charges are budgeted to increase $2,909 to $40,409 primarily due to an increase in Postage of $900 to $11,900 or 8.18%; an increase in Computer Maintenance of $1,339 to $21,026 or 6.80%; and an increase in Computer Replacement of $778 or 31.92%.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



98.48 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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
General Fund						
Revenues	$1,458,704	$1,485,070	$1,515,989	$1,562,444	$77,374	5.2%
County Tax Levy	$4,300,100	$4,351,451	$4,351,451	$4,432,586	$81,135	1.9%
Expenditures	$5,536,063	$5,836,521	$5,674,052	$5,995,030	$158,509	2.7%
Rev. Over (Under) Exp.	$222,741	$0	$193,388	$0	$0	N/A
End User Technology Fund						
Revenues	$5,834,454	$5,698,292	$5,723,197	$6,071,297	$373,005	6.5%
County Tax Levy	$1,165,245	$779,872	$779,872	$399,872	($380,000)	-48.7%
Expenditures	$6,082,358	$6,478,164	$6,377,657	$6,425,387	($52,777)	-0.8%
Operating Inc./(Loss)	$917,341	$0	$125,412	$45,782	$45,782	N/A
Risk Management						
Revenues	$2,246,120	$2,456,854	$2,560,025	$2,529,122	$72,268	2.9%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,275,753	$2,456,854	$2,323,469	$2,529,122	$72,268	2.9%
Operating Inc./(Loss)	($29,633)	$0	$236,556	$0	$0	N/A
Communications						
Revenues	$769,698	$778,169	$770,048	$791,667	$13,498	1.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$738,147	$778,169	$770,048	$791,667	$13,498	1.7%
Operating Inc./(Loss)	$31,551	$0	$0	$0	$0	N/A
Collections						
Revenues	$873,064	$806,657	$860,026	$872,507	$65,850	8.2%
County Tax Levy (a)	($95,000)	($95,000)	($95,000)	($120,000)	($25,000)	26.3%
Expenditures	$719,485	$806,657	$743,238	$872,507	$65,850	8.2%
Operating Inc./(Loss)	$58,579	($95,000)	$21,788	($120,000)	($25,000)	26.3%
Total All Funds						
Revenues	$11,182,040	$11,225,042	$11,429,285	$11,827,037	$601,995	5.4%
County Tax Levy (a)	$5,370,345	$5,036,323	$5,036,323	$4,712,458	($323,865)	-6.4%
Expenditures	$15,351,806	$16,356,365	$15,888,464	$16,613,713	$257,348	1.6%
Rev. Over (Under) Exp.	$222,741	$0	$193,388	$0	$0	N/A
Operating Inc./(Loss)	$977,838	($95,000)	$383,756	($74,218)	$20,782	-21.9%

(a) 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)	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Budget Change
Department of Administration:					
Regular Positions	89.50	89.50	88.50	89.50	0.00
Extra Help	8.94	10.01	9.32	8.88	(1.13)
Overtime	0.12	0.08	0.08	0.10	0.02
Total	**98.56**	**99.59**	**97.90**	**98.48**	**(1.11)**

(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 '10	Estimated Operating Impact	A = Annual T = One-Time
200027	Electronic Document Mgmt System	Y	2009	$1,225,000	100%	$78,300	A
200109	Implement HHS Automated System (a)	Y	2013	$3,305,000	40%	$188,250	A
200205	Tax Records Replacement (b)	Y	2011	$900,000	95%	$22,000	A
200207	Telecommunications Solution & Infrastructure Analysis Upgrade	Y	2010	$300,000	100%	$18,000	A
200414	County wide Cashiering (c)	Y	2012	$970,000	60%	$43,250	A
200619	Financial Operations & Management Systems	Y	2013	$2,040,000	15%	TBD	A
200621	Consolidation of Network Operating Systems	Y	2010	$735,000	100%	($104,000)	A
200622	Register of Deeds Tract Index Replacement (d)	Y	2011	$331,500	95%	$45,000	A
200624	Re-engineering IT Infrastructure	Y	2011	$430,000	90%	$37,000	A
200710	Collection System Interface(s) (e)	Y	2011	$100,000	60%	$15,000	A
200820	IT Infrastructure Upgrade to Wiring Closets	Y	2012	$800,000	10%	$3,500	A
200910	Enterprise Content management	Y	2016	$990,000	15%	$58,000	A
200912	Workforce Management System	N	2012	$618,000	20%	$45,000	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 charges for service user fees, intergovernmental revenues, interest earnings and other revenues.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
General Government	$489,174	$522,272	$522,272	$635,563	$113,291	21.7%
Fines/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$153,877	$157,357	$178,288	$160,512	$3,155	2.0%
Interdepartmental	$650,140	$637,162	$637,162	$593,521	($43,641)	-6.8%
Other Revenue	$144,405	$168,279	$168,179	$171,348	$3,069	1.8%
Appr. Fund Balance (a)	$21,108	$0	$10,088	$1,500	$1,500	N/A
County Tax Levy	$4,300,100	$4,351,451	$4,351,451	$4,432,586	$81,135	1.9%
Total Revenue Sources	**$5,758,804**	**$5,836,521**	**$5,867,440**	**$5,995,030**	**$158,509**	**2.7%**
Personnel Costs	$4,740,791	$4,840,416	$4,738,453	$4,948,580	$108,164	2.2%
Operating Expenses (a)	$524,443	$686,730	$637,970	$697,184	$10,454	1.5%
Interdept. Charges	$270,829	$309,375	$297,629	$349,266	$39,891	12.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	$5,536,063	$5,836,521	$5,674,052	$5,995,030	$158,509	2.7%
Rev. Over (Under) Exp.	$222,741	-	$193,388	-	-	N/A

Position Summary (FTE)					
General Fund:					
Regular Positions	50.75	51.60	51.14	51.60	0.00
Extra Help	1.40	1.36	1.36	1.36	0.00
Overtime	0.02	0.00	0.00	0.02	0.02
Total	**52.17**	**52.96**	**52.50**	**52.98**	**0.02**
End User Technology Fund (Memo):					
Regular Positions	27.45	26.60	26.60	26.60	0.00
Extra Help	6.16	7.27	7.27	5.39	(1.88)
Overtime	0.06	0.06	0.06	0.06	0.00
Total	**33.67**	**33.93**	**33.93**	**32.05**	**(1.88)**
Grand Total	**85.84**	**86.89**	**86.43**	**85.03**	**(1.86)**

(a) 2011 includes $1,500 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment.

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A well planned county

Objective 1: 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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
% actual sick leave retirement payout payments deviate from estimate.	15%	12%	12%	12%

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

Objective 2: 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 4th quarter 2010.

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

Objective 3: 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. Reached the point of diminishing returns. One more year to sustain.

Performance Measures:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Qualifying payments for rebate*	$5,036,677	$4,300,000	$6,000,000	$6,000,000
$ Increase over previous year	$1,408,561	$300,000	$963,323	$0

*The qualifying payments and rebates are based on contract year effective March 1st.
** Continued growth not projected given diminishing returns on program expansion.

Objective 4: Review and plan for the potential new direction for the County's future (BAS) financial system. (Information Technology)

Key Outcome Indicator: Identification of future business process IT initiatives, time lines and costs.

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Operating cost reductions	$77,500	$35,000	$95,000	$75,000
Number of shared service agreements	2	3	2	3
Labor cost reduction (net new)	$0	$50,000	$0	$0

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
# of government units participating	15	15	14	15
# of non-County participants at training sessions	73	80	75	70
Avg. fee charged per person trained	$21	$31	$20	$25
Revenue received from participating units	$1,520	$2,500	$1,500	$1,750
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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Reduction of stand-alone cashier systems	3 (6 total)	4 (10 Total)	3 (9 total)	4 (13 total)
# of areas implemented on shared system	4 (9 total)	5-6	3 (12 total)	5 (17 total)

Objective 8: Implement a Workforce Management system that will incorporate scheduling, benefit accrual, leave management and improved time and attendance data collection. (Payroll)

Key Outcome Indicator: Reduction in managerial and staff resources committed to managing the County workforce by adding improved functionality and eliminating manual or redundant processes.

Performance Measures:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Scheduling systems replaced	N/A	N/A	N/A	3
Related systems interfaced	N/A	N/A	N/A	1

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 2011 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.

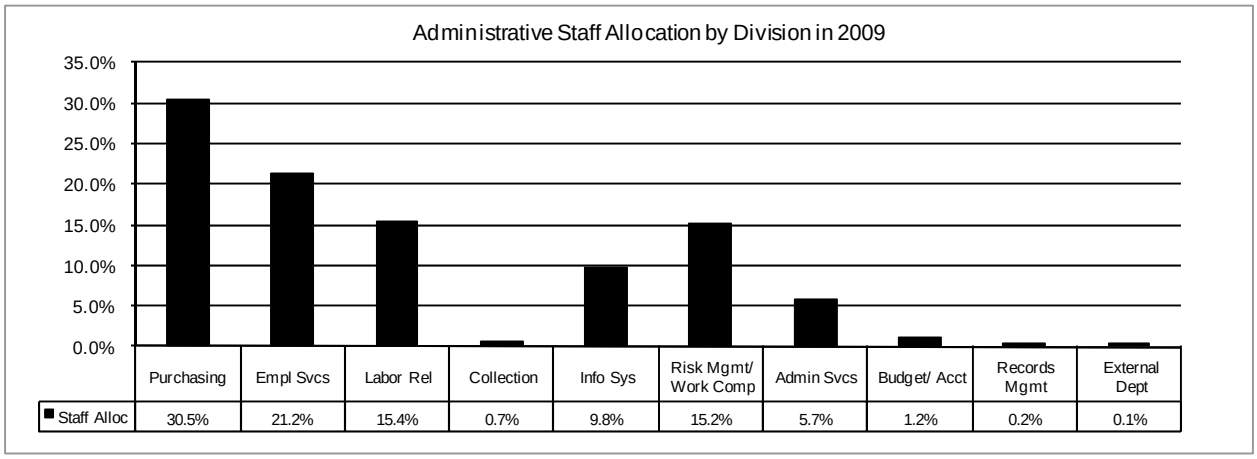
	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**10.80**	**10.80**	**10.80**	**10.80**	**0.00**
General Government	$454	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$88	$0	$0
County Tax Levy	**$593,797**	**$619,691**	**$619,691**	**$634,184**	**$14,493**
Total Revenues	**$594,251**	**$619,691**	**$619,779**	**$634,184**	**$14,493**
Personnel Costs	$583,045	$554,549	$553,781	$567,007	$12,458
Operating Expenses	$15,139	$34,960	$34,447	$35,233	$273
Interdept. Charges	$26,887	$30,182	$29,494	$31,944	$1,762
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$625,071**	**$619,691**	**$617,722**	**$634,184**	**$14,493**
Rev. Over (Under) Exp.	($30,820)	-	$2,057	-	-

Program Highlights

County tax levy funding increases by approximately $14,500 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately $12,500 mainly due to cost to continue existing staff, partially offset by $1,200 resulting from replacing a vacant position at a lower wage. Interdepartmental charges increase $1,800 mainly due to increased End User Technology Fund (EUTF) charges.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**5.50**	**6.50**	**6.50**	**6.50**	**0.00**
General Government	$487,127	$522,272	$522,272	$635,563	$113,291
Charges for Services	$152,135	$154,328	$176,259	$158,399	$4,071
Interdepartmental	$594,718	$580,640	$580,640	$535,452	($45,188)
Other Revenue	$44,384	$106,679	$106,679	$109,848	$3,169
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit)	**($674,672)**	**($690,347)**	**($690,347)**	**($738,279)**	**($47,932)**
Total Revenues	**$603,692**	**$673,572**	**$695,503**	**$700,983**	**$27,411**
Personnel Costs	$570,928	$642,909	$641,401	$666,536	$23,627
Operating Expenses	$23,371	$22,548	$22,517	$24,730	$2,182
Interdept. Charges	$7,546	$8,115	$8,115	$9,717	$1,602
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$601,845**	**$673,572**	**$672,033**	**$700,983**	**$27,411**
Rev. Over (Under) Exp.	$1,847	-	$23,470	-	-

Program Highlights

Revenues increase $75,300 primarily due to an increase in indirect cost recovery revenues of $68,100, reflecting an increase from new indirect revenue from Sheriff for the Pewaukee contract of $30,000 and increased indirect revenue from Child Support by $83,300, partially offset by a decrease of $45,200 mainly due to a lower percentage of indirect cost charges budgeted in 2011. 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 $4,100 mainly due to an increase in the Tax billing rate. Other revenue increases $3,200 due to an increase from the Workforce Development Center.

County tax levy funding decreases by approximately $47,900 mainly due to increased revenues budgeted as described above.

Personnel costs increase $23,600 mainly due to cost to continue existing staff. Operating expenses increase $2,200 mainly due to 10% of the new Tax system's software maintenance budgeted for in this program. Interdepartmental charges increase $1,600 mainly due to increased End User Technology Fund (EUTF) charges.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills (a)	104,087	105,500	104,200	104,500	(1,000)
# Notice of Assessment Customers (b)	9	9	9	8	(1)
# Notice of Assessments (b)	2,689	2,900	2,000	1,600	(1,300)
# Online Payments	3,807	4,000	4,400	4,600	600
$ Online Payments	$12,169,597	$12,000,000	$14,000,000	$15,500,000	$3,500,000
# Municipalities participating with County's online payment program	2	2	2	2	0

(a) Fewer land divisions and exempt class codes now included on the same tax key number as non-exempt class codes, resulting in fewer overall tax key numbers.

(b) Village of Pewaukee Assessor will take over Assessment Notice processing in 2011.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**2.52**	**2.50**	**2.50**	**3.01**	**0.51**
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	$1,832	$0	$0	$0	$0
County Tax Levy	**$282,225**	**$286,245**	**$286,245**	**$353,579**	**$67,334**
Total Revenues	**$284,057**	**$286,245**	**$286,245**	**$353,579**	**$67,334**
Personnel Costs	$181,942	$185,833	$185,702	$242,547	$56,714
Operating Expenses	$91,199	$94,177	$94,308	$103,589	$9,412
Interdept. Charges	$5,846	$6,235	$6,235	$7,443	$1,208
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$278,987**	**$286,245**	**$286,245**	**$353,579**	**$67,334**
Rev. Over (Under) Exp.	$5,070	-	-	-	-

Program Highlights

County tax levy funding increases by approximately $67,300 mainly due to increased expenditures budgeted as described below.

Personnel costs increase $56,700 mainly due to the transfer of 0.50 FTE Senior Financial Analyst from the Accounting division resulting from anticipated increased workload in the Payroll division in 2011 with the new workforce management system, estimated to increase costs in this program by approximately $49,000 and cost to continue existing staff. Operating expenses increase $9,400 mainly due to increased costs associated with the Ceridian system by $8,500 including payroll processing and maintenance. Interdepartmental charges increase $1,200 mainly due to increased End User Technology Fund (EUTF) charges.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Paychecks Processed	43,600	44,000	44,000	44,000	0
Payroll Exception Checks	12	30	55	30	0
W2s Processed	1,993	2,100	2,000	2,000	(100)

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**6.50**	**6.50**	**6.50**	**6.01**	**(0.49)**
General Government	$181	$0	$0	$0	$0
Charges for Services	$402	$354	$354	$188	($166)
Interdepartmental	$55,422	$56,522	$56,522	$58,069	$1,547
Other Revenue	$970	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$650,092**	**$666,054**	**$666,054**	**$631,358**	**($34,696)**
Total Revenues	**$707,067**	**$722,930**	**$722,930**	**$689,615**	**($33,315)**
Personnel Costs	$578,565	$587,882	$586,805	$555,534	($32,348)
Operating Expenses	$114,394	$121,481	$120,836	$118,614	($2,867)
Interdept. Charges	$12,068	$13,567	$13,567	$15,467	$1,900
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$705,027**	**$722,930**	**$721,208**	**$689,615**	**($33,315)**
Rev. Over (Under) Exp.	$2,040	-	$1,722	-	-

Program Highlights

County tax levy funding decreases by approximately $34,700 mainly due to decreased expenditures budgeted as described below.

Personnel costs decrease $32,300 mainly due to the transfer of 0.50 FTE Senior Financial Analyst to the Payroll division, estimated to decrease costs in this program by approximately $49,000, partially offset by cost to continue existing staff. Operating expenses decrease by $2,900 mainly due to decreased audit costs in this program by $3,900, partially offset by increased tuition & registration by $1,500. Interdepartmental charges increase $1,900 mainly due to increased End User Technology Fund (EUTF) charges.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Budget Entries Prepared	1248	1,200	1200	1200	0
Journal Entries Audited	2,705	2,800	2,700	2,700	(100)
Requisition Lines Audited	1,469	1,600	1,400	1,400	(200)
Invoice Lines (Direct Buys) Audited	67,458	75,000	68,000	68,000	(7,000)
Procard Lines Entered/Audited	9,882	9,400	9,800	9,800	400

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, contract and grant reviews, and other issues having a fiscal impact.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**5.60**	**5.56**	**5.56**	**5.56**	**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	$9,158	$0	$0	$0	$0
County Tax Levy	**$570,940**	**$589,138**	**$589,138**	**$608,172**	**$19,034**
Total Revenues	**$580,098**	**$589,138**	**$589,138**	**$608,172**	**$19,034**
Personnel Costs	$511,522	$550,837	$533,882	$567,768	$16,931
Operating Expenses	$20,668	$27,565	$12,122	$27,730	$165
Interdept. Charges	$10,112	$10,736	$10,736	$12,674	$1,938
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$542,302**	**$589,138**	**$556,740**	**$608,172**	**$19,034**
Rev. Over (Under) Exp.	$37,796	-	$32,398	-	-

Program Highlights

County tax levy funding increases by approximately $19,000 mainly due to increased expenditures budgeted as described below.

Personnel costs increase by approximately $16,900 mainly due to cost to continue existing staff and an increase in health insurance for changes in plan selection. Interdepartmental charges increase approximately $1,900 mainly due to increased End User Technology Fund (EUTF) charges by $2,000.

Human Resources

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. 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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**6.54**	**7.00**	**0.00**
General Government	$1,412	$0	$0	$0	$0
Charges for Services	$1,208	$2,550	$1,550	$1,800	($750)
Other Revenue	$36,323	$36,500	$36,500	$36,500	$0
Appr. Fund Balance	$2,338	$0	$0	$1,500	$1,500
County Tax Levy	**$1,045,995**	**$1,042,565**	**$1,042,565**	**$1,021,554**	**($21,011)**
Total Revenues	**$1,087,276**	**$1,081,615**	**$1,080,615**	**$1,061,354**	**($20,261)**
Personnel Costs	$833,183	$831,242	$746,875	$803,619	($27,623)
Operating Expenses	$180,465	$205,071	$186,782	$211,068	$5,997
Interdept. Charges	$33,555	$45,302	$38,110	$46,667	$1,365
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,047,203**	**$1,081,615**	**$971,767**	**$1,061,354**	**($20,261)**
Rev. Over (Under) Exp.	$40,073	-	$108,848	-	-

Program Highlights

Fund Balance of $1,500 is from prior year wellness revenues for exercise equipment.

County tax levy funding decreases by approximately $21,000 mainly due to decreased expenditures budgeted as described below.

Personnel costs decrease by approximately $27,600 mainly due to abolishing 1.0 FTE Employment Services Manager, partially offset by creating 1.0 FTE Human Resource Analyst, salary adjustments for 2.0 FTE Senior Human Resources Analysts and cost to continue for existing staff. Operating expenses increase $6,000 mainly due to increased training by $4,400, pre-employment costs by $2,700 and wellness center equipment by $1,500, partially offset by decreased printing costs by $4,000 as a result of discontinuing printing the large enrollment guides. Interdepartmental charges increase by approximately $1,400 mainly due to increased End User Technology Fund (EUTF) charges by $5,200, partially offset by decreased postage expense by $3,800 reflecting savings from discontinuing mailing the large enrollment guides and fewer applicant response letters to mail with the new on-line application system.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	150	200	150	175	(25)
# of Regular Full-Time Employees Hired	60	80	80	80	0
Promotions/Demotions/Transfers (a)	47	100	100	100	0
Peak # of Employees on Payroll	1,777	1,850	1,769	1,800	(50)
# of Employee/Family Medical Leaves	169	200	200	200	0
# of non-County participants trained	73	80	75	80	0

(a) Transfers are high in 2010 due to the transfer of ADRC to HHS.

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).

	2009 Actual	2010 Budget	2010 Estimate	2011 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	$132	$125	$125	$125	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$62,728	$25,100	$25,000	$25,000	($100)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$348,337**	**$351,393**	**$351,393**	**$360,408**	**$9,015**
Total Revenues	**$411,197**	**$376,618**	**$376,518**	**$385,533**	**$8,915**
Personnel Costs	$306,758	$316,349	$315,661	$327,616	$11,267
Operating Expenses	$15,445	$39,695	$36,875	$35,875	($3,820)
Interdept. Charges	$15,358	$20,574	$20,621	$22,042	$1,468
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$337,561**	**$376,618**	**$373,157**	**$385,533**	**$8,915**
Rev. Over (Under) Exp.	$73,636	-	$3,361	-	-

Program Highlights

County tax levy funding increases by approximately $9,000 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately $11,300 mainly due to cost to continue existing staff. Operating expenses decrease $3,800 mainly due to the elimination of third party temporary help by $1,800, reductions in printing by $1,000 and publications by $1,000. Interdepartmental charges increase $1,500 mainly due to increased End User Technology Fund (EUTF) charges by $2,300, partially offset by decreased postage by $1,000.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Requisitions Processed	369	500	500	500	0
Purchase Orders Issued	449	700	600	575	(125)
Bids/Proposals Issued	137	150	140	140	(10)
Procard Transactions	$5,036,677	$4,300,000	$6,000,000	$6,000,000	$1,700,000

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**11.00**	**10.85**	**10.85**	**10.85**	**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	$298	$0	$10,000	$0	$0
County Tax Levy	**$1,483,386**	**$1,486,712**	**$1,486,712**	**$1,561,610**	**$74,898**
Total Revenues	**$1,483,684**	**$1,486,712**	**$1,496,712**	**$1,561,610**	**$74,898**
Personnel Costs	$1,174,848	$1,170,815	$1,174,346	$1,217,953	$47,138
Operating Expenses	$63,762	$141,233	$130,083	$140,345	($888)
Interdept. Charges	$159,457	$174,664	$170,751	$203,312	$28,648
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,398,067**	**$1,486,712**	**$1,475,180**	**$1,561,610**	**$74,898**
Rev. Over (Under) Exp.	$85,617	-	$21,532	-	-

Program Highlights

County tax levy funding increases by approximately $74,900 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately $47,100 mainly due to cost to continue existing staff and an increase in health and dental insurance by $10,800 for changes in plan selection for current employees. Operating expenses decrease mainly due to decreases in data processing supplies, partially offset by an increase in tuition/registration. Interdepartmental charges increase $28,600 mainly due to increased End User Technology Fund (EUTF) charges by $28,800.

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	2009 Actual	2010 Adopted Budget (b)(c)	2010 Estimate (c)	2011 Budget (b)	Change From 2010 Adopted Budget $	%
General Government	$14	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$145,373	$75,000	$128,670	$126,600	$51,600	68.8%
Interdepartmental (a)	$4,203,279	$4,695,273	$4,612,704	$5,056,233	$360,960	7.7%
Other Revenue	$37,217	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)(c)	$1,448,571	$928,019	$981,823	$888,464	($39,555)	-4.3%
County Tax Levy (d)	**$1,165,245**	**$779,872**	**$779,872**	**$399,872**	**($380,000)**	**-48.7%**
Total Revenue Sources	**$6,999,699**	**$6,478,164**	**$6,503,069**	**$6,471,169**	**($6,995)**	**-0.1%**
Personnel Costs	$2,821,358	$2,830,726	$2,787,812	$2,878,316	$47,590	1.7%
Operating Expenses	$3,185,174	$3,559,784	$3,502,191	$3,454,246	($105,538)	-3.0%
Interdept. Charges	$75,826	$87,654	$87,654	$92,825	$5,171	5.9%
Fixed Assets (memo) (e)	$495,771	$432,214	$420,554	$529,280	$97,066	22.5%
Total Expenditures (e)	**$6,082,358**	**$6,478,164**	**$6,377,657**	**$6,425,387**	**($52,777)**	**-0.8%**
Operating Inc./(Loss) (e)(f)(g)	$917,341	-	$125,412	$45,782	$45,782	N/A

Position Summary (FTE)					
Regular Positions	27.45	26.60	26.60	26.60	0.00
Extra Help	6.16	7.27	5.79	5.39	(1.88)
Overtime	0.06	0.06	0.06	0.06	0.00
Total	33.67	33.93	32.45	32.05	(1.88)

(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) 2010 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $678,019 and General Fund Balance of $250,000. 2011 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $738,464 and General Fund Balance of $150,000.
(c) 2010 Estimate exceeds 2010 Adopted Budget due to open purchase orders carried over from the 2009 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.
(g) The goal is to breakeven across the years. In some years the copier replacement program will budget a gain and some years will budget a loss with an overall trend to breakeven.

Major Departmental Strategic Outcomes and Objectives for 2011

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percent ID Login Costs	46%	50%	50%	50%
Percent Server & Software Costs	44%	43%	43%	43%
Percent Connected Device Cost	10%	7%	7%	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)

Key Outcome Indicator: Phase I: Electronic record counts, to include the Stellent repository and Ektron Web Content Management, by 1st Qtr 2011.

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.)

	2009 Actual	2010 Budget (b)	2010 Estimate	2011 Budget (b)	Budget Change
Staffing (FTE)	**26.05**	**25.73**	**25.73**	**25.73**	**0.00**
General Government	$14	$0	$0	$0	$0
Charges for Services	$37,322	$0	$43,670	$51,600	$51,600
Interdepartmental (a)	$3,254,475	$3,746,431	$3,717,386	$4,178,044	$431,613
Other Revenue	$37,217	$0	$0	$0	$0
Appr. Fund Balance (b)	$1,347,594	$900,061	$900,061	$846,779	($53,282)
County Tax Levy (c)	**$1,145,245**	**$759,872**	**$759,872**	**$379,872**	**($380,000)**
Total Revenues	**$5,821,867**	**$5,406,364**	**$5,420,989**	**$5,456,295**	**$49,931**
Personnel Costs	$2,472,722	$2,486,593	$2,473,719	$2,564,489	$77,896
Operating Expenses	$2,569,579	$2,912,506	$2,912,506	$2,884,741	($27,765)
Interdept. Charges	$3,074	$7,265	$7,265	$7,065	($200)
Fixed Assets (Memo) (d)	$440,845	$403,000	$403,000	$405,000	$2,000
Total Expenditures (d)	**$5,045,375**	**$5,406,364**	**$5,393,490**	**$5,456,295**	**$49,931**
Operating Income/(Loss) (d)(e)	**$776,492**	**-**	**$27,499**	**-**	**-**

(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) 2010 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $650,061 and General Fund Balance of $250,000. 2011 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $696,779 and General Fund Balance of $150,000.
(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 $431,613 as the Department continues to phase in full cost recovery, which is currently at 77%. Fund Balance decreases $53,282 and Tax Levy decreases $380,000 with most of this levy transferred to departments to limit the phasing in of full-costs. In 2012, the final phase-out of tax levy of $380,000 to departments is anticipated.

Personnel costs increase $77,900 mostly due to the cost to continue existing staffing levels.

Activity

The plan is scheduled to replace 310 PC's (including laptops), 50 flat panels and 50 peripherals (printers, scanners, etc.) in 2011. The plan currently supports 1,441 personal workstations and laptop computers. The decrease in flat panels below is mostly due to completing the replacement of CRT (Cathode Ray Tube) monitors in 2010.

Year	2004	2005	2006	2007	2008	2009	2010	2011	Incr./(Decr.)
PC	238	341	323	317	186	205	316	310	(6)
Flat panels	N/A	N/A	N/A	336	164	300	300	50	(250)
Peripherals	15	20	25	15	35	30	50	50	0

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**7.32**	**7.90**	**6.42**	**6.02**	**(1.88)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$108,051	$75,000	$85,000	$75,000	$0
Interdepartmental	$413,337	$409,146	$363,216	$329,685	($79,461)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$92,424	$27,958	$81,762	$41,685	$13,727
County Tax Levy	**$20,000**	**$20,000**	**$20,000**	**$20,000**	$0
Total Revenues	**$633,812**	**$532,104**	**$549,978**	**$466,370**	**($65,734)**
Personnel Costs	$333,216	$328,584	$297,576	$296,733	($31,851)
Operating Expenses	$105,132	$139,191	$103,568	$100,625	($38,566)
Interdept. Charges	$58,480	$64,329	$64,329	$69,012	$4,683
Fixed Assets (b)	$0	$0	$0	$0	$0
Total Expenditures (b)	**$496,828**	**$532,104**	**$465,473**	**$466,370**	**($65,734)**
Operating Income/(Loss) (b)(c)	**$136,984**	**-**	**$84,505**	**-**	**-**

(a) 2010 Estimate exceeds 2010 Adopted Budget due to open purchase orders carried over from the 2009 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 decrease $79,500 mainly due to decreased imaging/microfilm revenues by $69,700 resulting from decreased volume for Register of Deeds as they incorporate imaging into their own department and a decrease for records center charges by $6,900 reflecting reduced quantity of storage boxes at the records center. Fund Balance of $7,408 is budgeted for depreciation and $34,277 to stabilize rates to departments. Tax Levy of $20,000 is for imaging Accounts Payable invoices for all departments, not charged to other departments.

Personnel costs decrease by $31,900, mainly due to decreased temporary extra help by $46,700 or 1.88 FTE, partially offset by cost to continue existing staff. Operating expenses decrease $38,600 mainly due to decreased contract services by $20,000 reflecting outsourcing microfilm processing and decreased depreciation expense by $20,600. Interdepartmental charges increase mostly 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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	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)	$535,467	$539,696	$532,102	$548,504	$8,808
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$8,553	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	$0
Total Revenues	**$544,020**	**$539,696**	**$532,102**	**$548,504**	**$8,808**
Personnel Costs	$15,420	$15,549	$16,517	$17,094	$1,545
Operating Expenses	$510,463	$508,087	$486,117	$468,880	($39,207)
Interdept. Charges	$14,272	$16,060	$16,060	$16,748	$688
Fixed Assets (b)	$54,926	$29,214	$17,554	$124,280	$95,066
Total Expenditures (b)	**$540,155**	**$539,696**	**$518,694**	**$502,722**	**($36,974)**
Operating Income/(Loss) (b)(c)	**$3,865**	**-**	**$13,408**	**$45,782**	**$45,782**

(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) The goal is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Program Highlights

Interdepartmental revenues increase $8,800 mostly due to an increase in copier replacement charges by $5,100.

Personnel costs increase due to cost to continue existing staff and an increase in health and dental insurance by $1,100 for changes in plan selection for an existing employee. Operating expenses decrease $39,200 mainly due to a decrease in postage related expenses by $26,800 and a decrease in copier purchases in the operating budget by $14,500 reflecting a decrease in the number of copiers to be replaced in 2011 compared to 2010. Fixed assets reflects the purchase of replacement copy machines.

Activity – Copier Replacement

Copier Purchases	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Total Number of Units in Plan	76	76	78	78	2
Units Purchased Annually	30	12	14	20	8

Activity – Records Management

Output Indicators	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Storage Boxes Received (a)	1,029	1,700	1,100	1,100	(600)
Storage Boxes Destroyed (a)	1,916	1,800	1,075	1,150	(650)
Boxes/Journals Offsite	13,477	14,164	13,502	13,452	(712)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Microfilm Reels Created	270	275	275	270	(5)
Images Converted (Microfilmed & Digitized) (b)	1,364,759	1,256,050	1,013,350	1,104,350	(151,700)
CD's Produced (b)	1,194	1,210	1,150	1,150	(60)

(b) Directly related to the real estate market.

Activity – Mail Services

Output Indicators	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Incoming Mail (Bins)	1,725	1,800	1,650	1,600	(200)
Outgoing Mail (Pieces)	732,041	735,000	730,000	725,000	(10,000)
Outgoing UPS (Pieces)	339	375	300	300	(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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 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)	$1,205,033	$1,319,500	$1,343,364	$1,463,400	$143,900	10.9%
Other Revenue (b)	$446,223	$525,000	$597,807	$537,200	$12,200	2.3%
Appr. Fund Balance (c)	$594,864	$612,354	$618,854	$528,522	($83,832)	-13.7%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources(a)(b)(c)	**$2,246,120**	**$2,456,854**	**$2,560,025**	**$2,529,122**	**$72,268**	**2.9%**
Expenditures						
Personnel Costs	$283,006	$288,639	$287,385	$296,662	$8,023	2.8%
Operating Expenses	$1,960,348	$2,101,693	$1,969,212	$2,165,394	$63,701	3.0%
Interdept. Charges	$32,399	$66,522	$66,872	$67,066	$544	0.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Debt Principal (memo)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,275,753**	**$2,456,854**	**$2,323,469**	**$2,529,122**	**$72,268**	**2.9%**
Operating Inc./(Loss)	($29,633)	-	236,556	-	-	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 prior year use of Risk Management Fund Balance reducing available funds to invest.
(c) Appropriated Fund Balance consists of the following sources and uses:

	2009 Budget	2010 Budget	2011 Budget
Source			
Risk Management Fund Balance	$ 94,864	$0	$0
General Fund Balance	$500,000	$612,354	$528,522
Use			
General/Auto/Other Liability	$182,850	$196,490	$189,557
Worker's Compensation	$412,014	$415,864	$338,965

Major Departmental Strategic Outcomes and Objectives for 2011

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Workers' Compensation Experience Modification Factor	.91	At or below 1.00	1.14	1.00

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).

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**0.00**
Interdepartmental (a)	$674,533	$695,100	$704,862	$729,900	$34,800
Other Revenue	$401,474	$470,000	$470,000	$480,700	$10,700
Appr. Fund Balance	$182,850	$196,490	$196,490	$189,557	($6,933)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,258,857**	**$1,361,590**	**$1,371,352**	**$1,400,157**	**$38,567**
Personnel Costs	$173,734	$176,904	$176,348	$181,740	$4,836
Operating Expenses	$1,070,592	$1,119,249	$981,624	$1,152,436	$33,187
Interdept. Charges	$31,157	$65,437	$65,437	$65,981	$544
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Debt Principal (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,275,483**	**$1,361,590**	**$1,223,409**	**$1,400,157**	**$38,567**
Operating Inc. /(Loss)	**($16,626)**	**-**	**147,943**	**-**	**-**

(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 5% or $34,800 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $189,557 of General Fund Balance. The goal is to reduce reliance on General Fund Balance as department charges are modified to better reflect program cost. Other Revenue includes investment income which increased 2% or $10,700 based on expected stabilized returns.

Personnel costs increased 2.7% or $4,836 based on budget projections. Operating expenses increased approximately 3% or $33,187 to reflect increased purchased insurance costs and claim payments. Interdepartmental charges increased approximately 1% or $544 due to 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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
Interdepartmental (a)	$530,500	$624,400	$638,502	$733,500	$109,100
Other Revenue	$44,749	$55,000	$127,807	$56,500	$1,500
Appr. Fund Balance	$412,014	$415,864	$422,364	$338,965	($76,899)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$987,263**	**$1,095,264**	**$1,188,673**	**$1,128,965**	**$33,701**
Personnel Costs	$109,272	$111,735	$111,037	$114,922	$3,187
Operating Expenses	$889,756	$982,444	$987,588	$1,012,958	$30,514
Interdept. Charges	$1,242	$1,085	$1,435	$1,085	$0
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,000,270**	**$1,095,264**	**$1,100,060**	**$1,128,965**	**$33,701**
Operating Inc. /(Loss)	**($13,007)**	**-**	**88,613**	**-**	**-**

(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 $109,100 to better reflect historical claims payout patterns and to reduce fund balance subsidy. The department charges were held at a 17% increase with the assistance of $338,965 in General Fund Balance. The goal is to reduce reliance on General Fund Balance as department charges are modified to better reflect program costs. Other Revenue includes investment income which increased approximately 3% or $1,500 based on expected stabilized returns.

Personnel costs increase 2.8% or $3,187 based on budget projections. Operating expenses increased 3% or $30,514 primarily due to an increase in current year self-insured claims and estimated future claim payments based on historical trends. Interdepartmental charges remain stable.

Worker's Compensation (cont.)

Activity – Risk Management Fund Overall

Output Indicators:	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Estimate
Safety Inspections/Surveys	4	34	12	25	25
Safety Meetings	3	19	11	14	16
Training In-services	13	25	13	23	23
Beat Articles/Flyers	1	5	4	4	4
Contracts & Ins Certificates Reviewed	404	371	430	593	550
Efficiency Indicators:					
Total Purchased Insurance Premium	$596,890	$629,231	$605,350	$626,678	$621,547
Cost of Insurance Per $1,000 of County Expenditures*	$2.81	$2.83	$2.73	$2.80	$2.72
Total Risk Mgmt Expenditures	$2,033,157	$2,086,566	$2,201,488	$2,328,164	$2,456,854
Cost of Risk Per $1,000 of County Expenditures*	$9.78	$9.38	$9.93	$10.41	$10.74

*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:	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Estimate
# of Property/Auto Physical Claims	45	60	44	44	48
Paid & Reserve Net of Subrogation	$183,608	$252,452	$175,143	$155,382	NA
Average Cost Per Claim	$4,080	$4,208	$3,981	$3,531	NA
Subrogation Collections	$35,666	$34,990	$5,182	$4,773	NA
# of General/Auto Liability Claims	53	76	65	40	60
Paid & Reserve	$118,851	$115,040	$115,040	$73,462	NA
Average Cost Per Claim	$2,242	$1,514	$2,867	$1,837	NA

Note: Accident year claims data valued as of 3/31/10.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Estimate
# of Worker's Compensation Claims	127	126	120	115	122
Paid & Reserve Net of Subrogation	$901,109	$736,302	$664,454	$620,220	N/A
Average Cost Per Claim	$7,095	$5,844	$5,537	$5,393	N/A

Note: Accident year claims data valued as of 03/31/10.
$ 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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 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	$736,838	$736,835	$726,081	$752,307	$15,472	2.1%
Appr. Fund Balance (a)(b)	$29,987	$39,006	$39,006	$34,399	($4,607)	-11.8%
Other Revenue	$2,873	$2,328	$4,961	$4,961	$2,633	113.1%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$769,698**	**$778,169**	**$770,048**	**$791,667**	**$13,498**	**1.7%**
Personnel Costs	$194,917	$202,987	$200,406	$207,692	$4,705	2.3%
Operating Expenses	$519,501	$547,811	$542,271	$555,779	$7,968	1.5%
Interdept. Charges	$23,729	$27,371	$27,371	$28,196	$825	3.0%
Fixed Assets (Memo) (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$738,147**	**$778,169**	**$770,048**	**$791,667**	**$13,498**	**1.7%**
Operating Inc./(Loss) (b)	**$31,551**	**-**	**-**	**-**	**-**	**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	0.02	0.02	0.02	0.00
Total	2.39	2.37	2.37	2.37	0.00

(a) Communications includes a Communications Fund Balance appropriation of $20,900 in 2009, $29,919 in 2010 and $25,312 in 2011 to stabilize charges to departments. In 2009, 2010 and 2011 there is a Communications Fund Balance appropriation of $9,087 for depreciation of the voice mail system.

(b) The 2009 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 increase $15,500 mostly due to increased fixed phone chargebacks by $25,900, reflecting an increase in the rates charged to departments by $.50 per month, per line and the transfer of 3 T-1 lines from Parks and Land Use to Communications Fund for $13,000. This increase is partially offset by a reduction in cell phone chargebacks by $10,000, reflecting lower cost plans.

Personnel costs increase by $4,700 due to cost to continue existing staff. Operating expenses increase $8,000 mainly due to an increase in telephone service costs by $7,100.

Major Departmental Strategic Outcomes and Objectives for 2011

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.

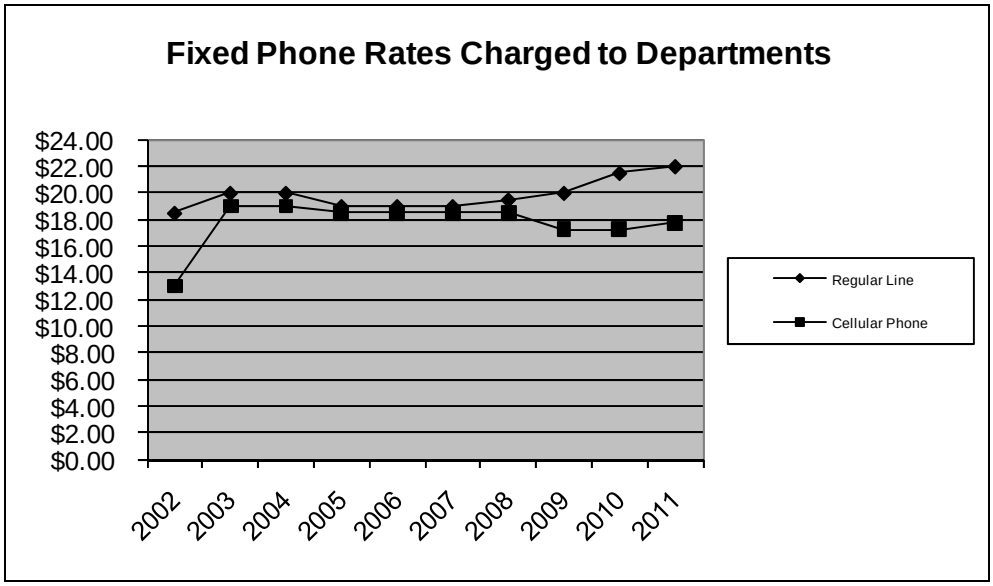
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2009 Actual	2010 Budget	2010 Estimate	2011 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:	2009 Actual	2010 Budget	2010 Estimate	2011 Target
Average time to clear issue: Standard Repair – 6 hours	99%	90%	90%	90%
Announced Move – 14 days	100%	95%	95%	95%

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '10	Estimated Operating Impact	A = Annual T = One-Time
200207	Telecommunications Upgrade (a)	2010	$300,000	100%	$18,000	A
200820	IT Infrastructure Upgrade to Wiring Closets (a)	2012	$800,000	10%	$3,500	A

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

Activity

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
# of Regular Telephone Lines	1,736	1,766	1,741	1,741	(25)
# of Business Set Lines	191	192	190	190	(2)
# of Non-Centrex Telephone Lines	130	126	127	127	1
# of Cellular Phones	247	263	251	251	(12)

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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$160,777	$111,400	$174,400	$174,400	$63,000	56.6%
Interdepartmental	$458,090	$408,190	$420,000	$418,486	$10,296	2.5%
Other Revenue	$143,289	$160,550	$137,000	$139,000	($21,550)	-13.4%
Appr. Fund Balance (a)(b)	$110,908	$126,517	$128,626	$140,621	$14,104	11.1%
County Tax Levy (c)	**($95,000)**	**($95,000)**	**($95,000)**	**($120,000)**	**($25,000)**	**26.3%**
Total Revenue Sources	**$778,064**	**$711,657**	**$765,026**	**$752,507**	**$40,850**	**5.7%**
Personnel Costs	$481,047	$524,669	$480,212	$554,627	$29,958	5.7%
Operating Expenses	$70,878	$115,664	$87,402	$138,133	$22,469	19.4%
Interdept. Charges	$167,560	$166,324	$175,624	$179,747	$13,423	8.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$719,485**	**$806,657**	**$743,238**	**$872,507**	**$65,850**	**8.2%**
Operating Inc./(Loss) (b)	$58,579	($95,000)	$21,788	($120,000)	(25,000)	N/A

Position Summary (FTE)					
Regular Positions	5.75	5.75	4.75	5.75	0.00
Extra Help	1.38	1.38	2.17	2.13	0.75
Overtime	0.00	0.00	0.00	0.00	0.00
Total	7.13	7.13	6.92	7.88	0.75

(a) 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. A Collections Fund Balance appropriation in 2011 of $13,120 is for depreciation expense and $127,501 to maintain Collections internal cost to departments for total of $140,621 in the 2011 Budget.

(b) The 2009 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 2011, the overall amount of this general tax levy reduction totals $940,000.

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)	2011	$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 2011

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 HHS referral processing by 2010.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Reduced total staff time per referral	N/A	75%	75%	75%

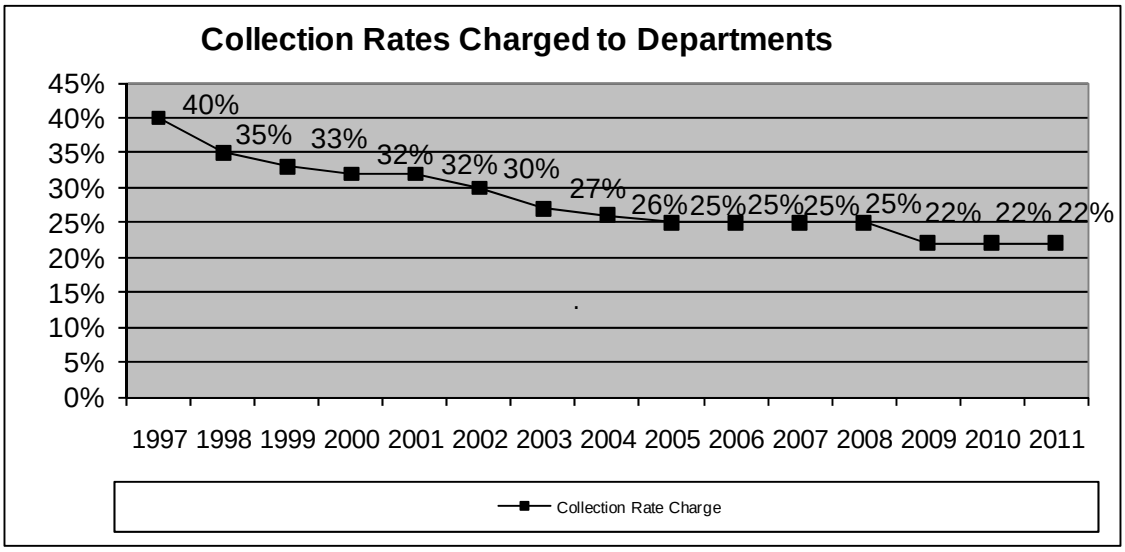
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Ratio – All Collected Funds*	3.86	3.27	3.90	3.37

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

Waukesha County Recovery %**	30.7%	30.0%	31.0%	31.0%
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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Reduction of stand-alone cashier systems	3 (6 total)	4 (10 Total)	3 (9 total)	4 (13 total)
# of areas implemented on shared system	4 (9 total)	5-6	3 (12 total)	5 (17 total)

Program Highlights

Charges for Services revenues increase $63,000 due to additional municipal collection contracts and increased collections. Interdepartmental revenues increase $10,296 due to increased collections. Other revenues decrease $21,550 mainly due to decreased interest on judgments, of which is a net of $49,100 shared with the District Attorney. Collection Fund Balance appropriation of $140,621 is for general depreciation expense, expenses relating to the collections interface capital project and to maintain a low Collection fee to internal customers.

Personnel costs increase by $29,958 mainly due to cost to continue existing staff and increased extra temporary help. Operating expenses increase $22,469 mainly due to increased third party temporary help and increased software maintenance for efficiency and green initiatives to allow external customers to view accounts on-line and to create internal reports electronically. These increases are partially offset by decreased garnishment fees, printing costs and depreciation expense. Interdepartmental charges increase $13,423 mainly due to increased postage, legal charges and End User Technology Fund (EUTF) charges.

In summary, 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

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	$1,327,985	$1,201,650	$1,192,100	$1,210,900	$9,250
$ Coll. & Shared with State	$881,996	$1,040,000	$970,000	$905,000	($135,000)
$ Coll. for Municipal Customers	$563,842	$400,000	$625,000	$625,000	$225,000
Total $ Collected	**$2,773,823**	**$2,641,650**	**$2,887,100**	**$2,740,900**	**$99,250**
Total $ Retained by County	$1,919,683	$1,723,650	$1,784,750	$1,808,650	$85,000
Accts Referred to Collection Div.	15,569	12,000	12,000	12,000	0
$ Referred to Collection Division *	$7,986,021	$6,000,000	$7,000,000	$7,500,000	$1,500,000
# of External Intergovernmental Customers	24	27	35	37	10

*84.66% of the 2009 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.

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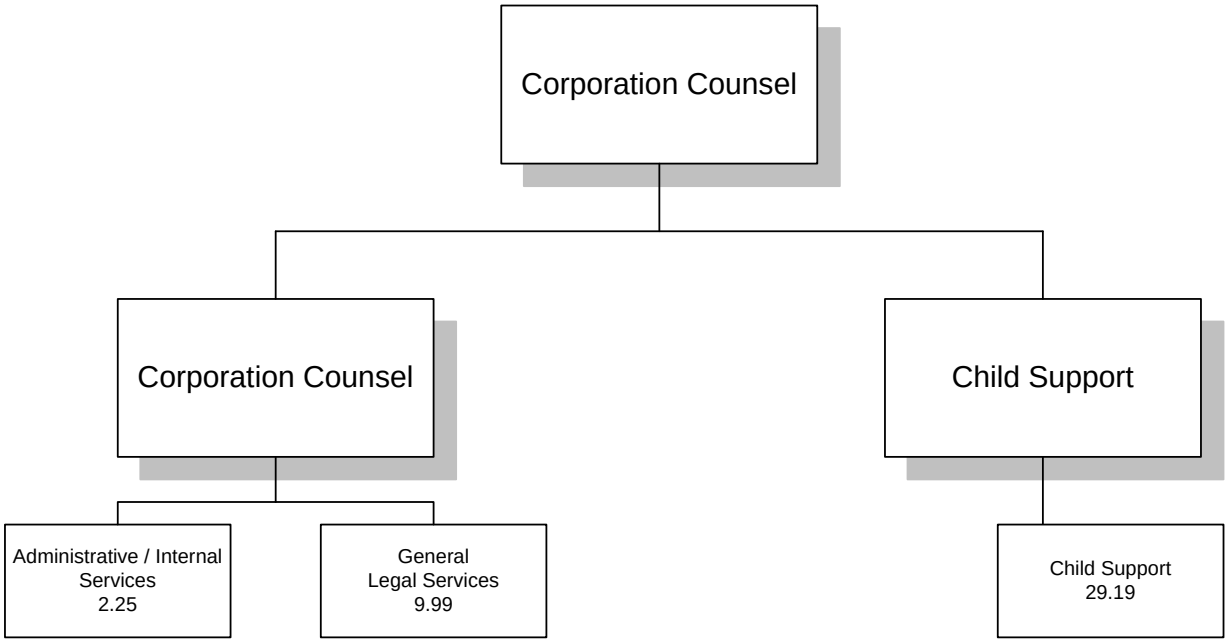
Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.43 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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Corporation Counsel						
Revenues (a)	$460,362	$454,330	$454,330	$452,100	($2,230)	-0.5%
County Tax Levy (b)	$993,207	$1,001,188	$1,001,188	$1,006,016	$4,828	0.5%
Expenditures (c)	$1,372,142	$1,455,518	$1,441,385	$1,458,116	$2,598	0.2%
Rev. Over (Under) Exp.	$81,427	-	$14,133	-	-	N/A
Child Support						
Revenues (d) (e) (f)	$2,083,633	$2,178,786	$2,176,902	$2,189,103	$10,317	0.5%
County Tax Levy	$307,992	$317,992	$317,992	$335,992	$18,000	5.7%
Expenditures	$2,366,458	$2,496,778	$2,457,942	$2,525,095	$28,317	1.1%
Rev. Over (Under) Exp.	$25,167	-	$36,952	-	-	N/A
Total						
Revenues (a) (d) (e) (f)	$2,543,995	$2,633,116	$2,631,232	$2,641,203	$8,087	0.3%
County Tax Levy (b)	$1,301,199	$1,319,180	$1,319,180	$1,342,008	$22,828	1.7%
Expenditures (c)	$3,738,600	$3,952,296	$3,899,327	$3,983,211	$30,915	0.8%
Rev. Over (Under) Exp. (g)	$106,594	-	$51,085	-	-	N/A
Position Summary (FTE)						
Regular Positions	39.00	39.00	39.00	39.00	0.00	
Extra Help	2.09	2.72	2.72	2.38	(0.34)	
Overtime	0.03	0.10	0.10	0.05	(0.05)	
Total	41.12	41.82	41.82	41.43	(0.39)	

(a) General Fund Revenues in 2011 decrease $2,230 mainly because of $15,000 reduction in General Fund Balance appropriation from the 2010 Budget to assist with collective bargaining, arbitration and legal service costs, offset by a $12,770 increase in estimated legal services provided mainly to the Health and Human Services Department.

(b) County Tax Levy increases $4,828 to $1,006,016, which includes $3,428 in additional levy shifted from the End User Technology Fund (EUTF) to limit expenditure charges increase to be absorbed by the department.

(c) General Fund Expenditures in 2011 increase $2,598 to $1,458,116. It is projected to increase minimally mainly due to personnel changes in retirement and proposed new hire and duty reassignment

(d) Revenues in Child Support include Child support Fund Balance appropriations of $80,500 in 2009; $65,000 in 2010; and $55,000 in 2011.

(e) The 2005 Federal Deficit Reduction Act (2005 DRA), 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.

(f) In 2011, the ARRA funding is expected to end and the performance funding will not be matched. However, the State of Wisconsin allocated State General Purpose Revenue (GPR) to address part of the revenue gap created by the 2005 DRA. Child Support Division was modified to budget $232,018 of State GPR.

(g) 2010 is projected to finish favorably.

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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)	$179	$300	$300	$300	$0	0.0%
Interdepartmental (b)	$444,188	$439,030	$439,030	$451,800	$12,770	2.9%
Other Revenue	$995	$0	$0	$0	$0	N/A
Appr. Fund Balance (c)	$15,000	$15,000	$15,000	$0	($15,000)	-100.0%
County Tax Levy (d)	**$993,207**	**$1,001,188**	**$1,001,188**	**$1,006,016**	**$4,828**	**0.5%**
Total Revenue Sources	**$1,453,569**	**$1,455,518**	**$1,455,518**	**$1,458,116**	**$2,598**	**0.2%**
Personnel Costs	$1,156,081	$1,182,863	$1,168,730	$1,175,290	($7,573)	-0.6%
Operating Expenses	$173,165	$222,681	$222,681	$228,278	$5,597	2.5%
Interdept. Charges	$42,896	$49,974	$49,974	$54,548	$4,574	9.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,372,142**	**$1,455,518**	**$1,441,385**	**$1,458,116**	**$2,598**	**0.2%**
Rev. Over (Under) Exp.	$81,427	-	$14,133	-	-	N/A

Position Summary (FTE)					
Regular Positions	11.40	11.40	11.40	11.40	0.00
Extra Help	0.75	0.82	0.82	0.82	0.00
Overtime	0.00	0.02	0.02	0.02	0.00
Total	12.15	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 $12,770 or 2.9% is due to increasing legal support services provided mainly to Health and Human Services Department.

(c) General Fund Balance (prior year Tax Levy) decreases $15,000 . Fund Balance was utilized in 2010 to help fund collective bargaining, arbitration, and legal service costs.

(d) County Tax Levy increases $4,828 to fund costs to continue and to support increase in End User Technology Fund expenditure charges ($4,490).

Major Departmental Strategic Outcomes and Objectives for 2011

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:	2009 Actual	2010 Target	2010 Estimate	2011 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	2008 Actual	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,581	65	1,616	1,616	1,616	0
Guardianships/Protective Placements:						
- Adults (b)	141	141	150	150	150	0
- Juveniles	50	50	45	45	45	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	553	553	555	490	490	(65)
- Termination of Parental Rights (TPR)	11	12	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) WATTS hearings, as a separate case type, were included as of January 1, 2010.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**2.50**	**2.50**	**2.50**	**2.25**	**(0.25)**
Charges for Services	$179	$300	$300	$300	$0
Interdepartmental	$11,810	$11,810	$11,810	$11,810	$0
Other Revenue	$199	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$315,889**	**$314,726**	**$314,726**	**$285,731**	**($28,995)**
Total Revenues	**$328,077**	**$326,836**	**$326,836**	**$297,841**	**($28,995)**
Personnel Costs	$301,453	$304,791	$284,524	$274,634	($30,157)
Operating Expenses	$7,842	$9,725	$9,725	$9,959	$234
Interdept. Charges	$15,009	$12,320	$12,320	$13,248	$928
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$324,304**	**$326,836**	**$306,569**	**$297,841**	**($28,995)**
Rev. Over (Under) Exp.	$3,773	-	$20,267	-	-

Program Highlights

Charges for Services and Interdepartmental revenue are budgeted at the 2010 level. County Tax Levy decreases $28,995 to $285,731 due to expenditure decreases noted below.

Personnel costs decrease $30,157 to $274,634 reflecting the transfer of 0.25 FTE Principal Assistant Corporation Counsel to the General Legal Service program area. Operating expenses increase $234 due an increase in office supplies and office equipment. Interdepartmental charges increase $928 mainly due to an increase in End-User Technology Fund (EUTF) expenditures as a result of phasing in the full cost of technology ownership based on the charging method recommended by Internal Audit.

Activity - Workload Data	2008 Actual	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Total Number of Cases Filed						
Bankruptcy Cases	193	535	(a)	590	499	N/A
Claims Received	67	48	75	60	60	(15)
Lawsuits Monitored	6	4	6	10	10	4
Contracts Reviewed	237	64	270	250	250	(20)
Opinions Issued	504	397	400	350	350	(50)
Resolutions/Ordinances Reviewed	102	121	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.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**9.65**	**9.74**	**9.74**	**9.99**	**0.25**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$432,378	$427,220	$427,220	$439,990	$12,770
Other Revenue	$796	$0	$0	$0	$0
Appr. Fund Balance	$15,000	$15,000	$15,000	$0	($15,000)
County Tax Levy	**$677,318**	**$686,462**	**$686,462**	**$720,285**	**$33,823**
Total Revenues	**$1,125,492**	**$1,128,682**	**$1,128,682**	**$1,160,275**	**$31,593**
Personnel Costs	$854,628	$878,072	$884,206	$900,656	$22,584
Operating Expenses	$165,323	$212,956	$212,956	$218,319	$5,363
Interdept. Charges	$27,887	$37,654	$37,654	$41,300	$3,646
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,047,838**	**$1,128,682**	**$1,134,816**	**$1,160,275**	**$31,593**
Rev. Over (Under) Exp.	$77,654	-	($6,134)	-	-

Program Highlights

Interdepartmental revenues increase $12,770 to $439,990 for legal services expected to be provided to Health and Human Services Department. General Fund balance is reduced $15,000 as it was utilized in 2010 to help fund the arbitration, collective bargaining, and legal services costs. The County Tax Levy increases $33,823 to $720,285 to mainly fund costs to continue for this program area.

Personnel costs increase $22,584 to $900,656 for costs to continue in employee wages and benefits for 9.99 FTE employees. The cost to continue includes the transfer of 0.25 FTE Principal Assistant Corporation Counsel from the Administrative/Internal Services program area. Operating expenses increase $5,363 to $218,319 due to estimated increases for office supplies and office equipment. Interdepartmental charges increase $3,646 mainly due to an increase in End-User Technology Fund (EUTF) expenditures as a result of phasing in the full cost of technology ownership based on the charging method recommended by Internal Audit.

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