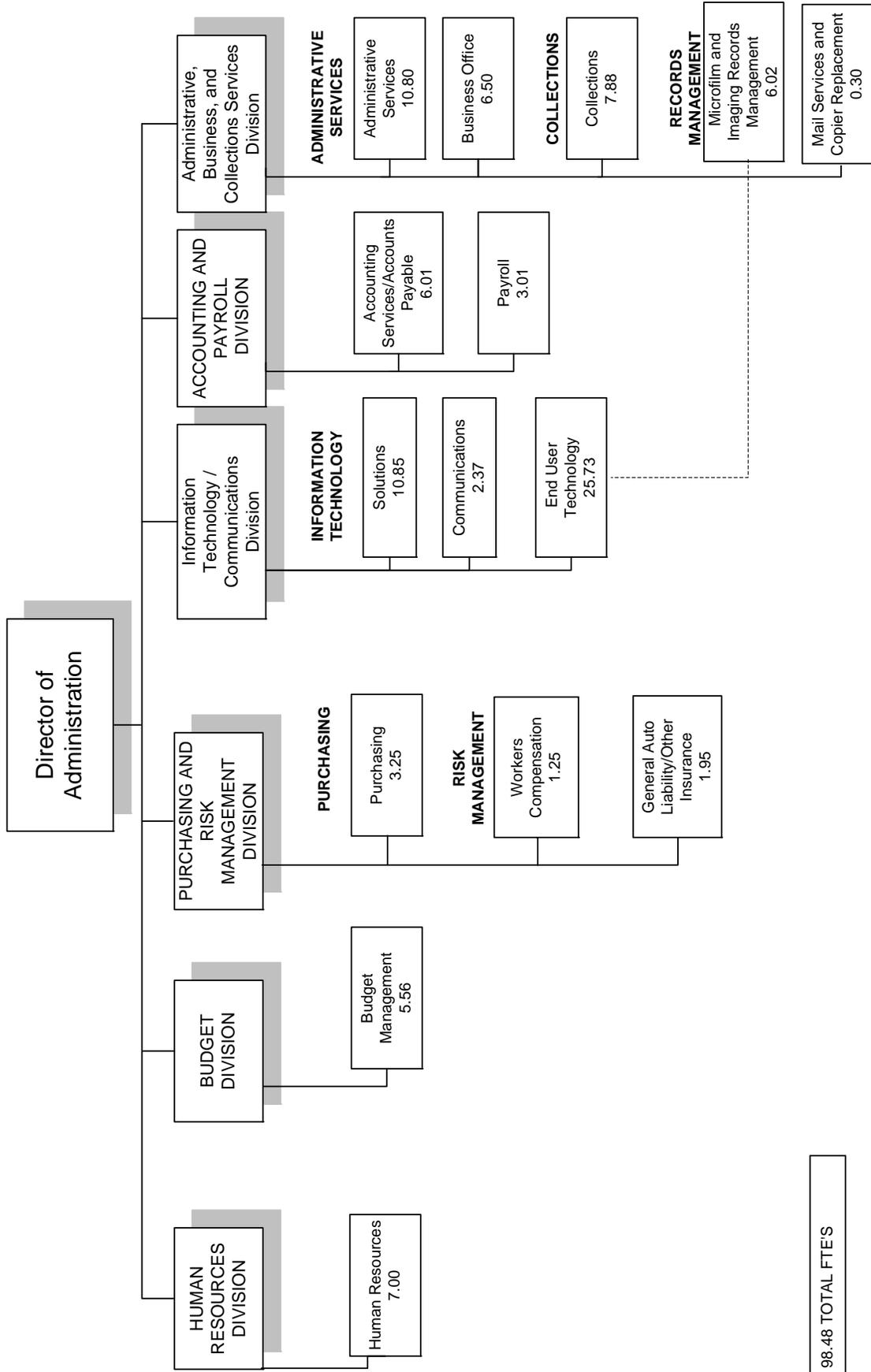


Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



98.48 TOTAL FTES

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	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget	Estimate	Budget	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	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget	Estimate	Budget	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)
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(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.

General Fund

Administration

**Outcomes/
Objectives**

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	-	-
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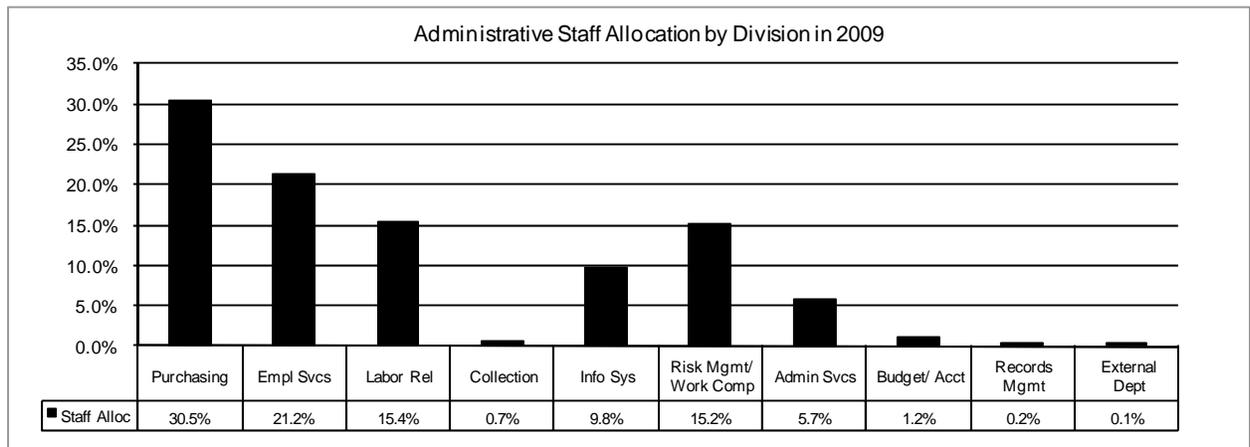
Program Highlights

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

<u>Year</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>Incr./((Decr.)</u>
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



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

Activity – Records Management



	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
<u>Output Indicators</u>					
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



	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
<u>Output Indicators</u>					
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



	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
<u>Output Indicators</u>					
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	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget	Estimate	Budget	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**

<u>Output Indicators:</u>	2006 <u>Actual</u>	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Estimate</u>
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
 <u>Efficiency Indicators:</u>					
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**

<u>Output Indicators:</u>	2006 <u>Actual</u>	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Estimate</u>
# 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**

<u>Output Indicators:</u>	2006 <u>Actual</u>	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Estimate</u>
# 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		2011 Budget	Change From 2010 Adopted Budget	
		Adopted Budget	2010 Estimate		\$	%
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.

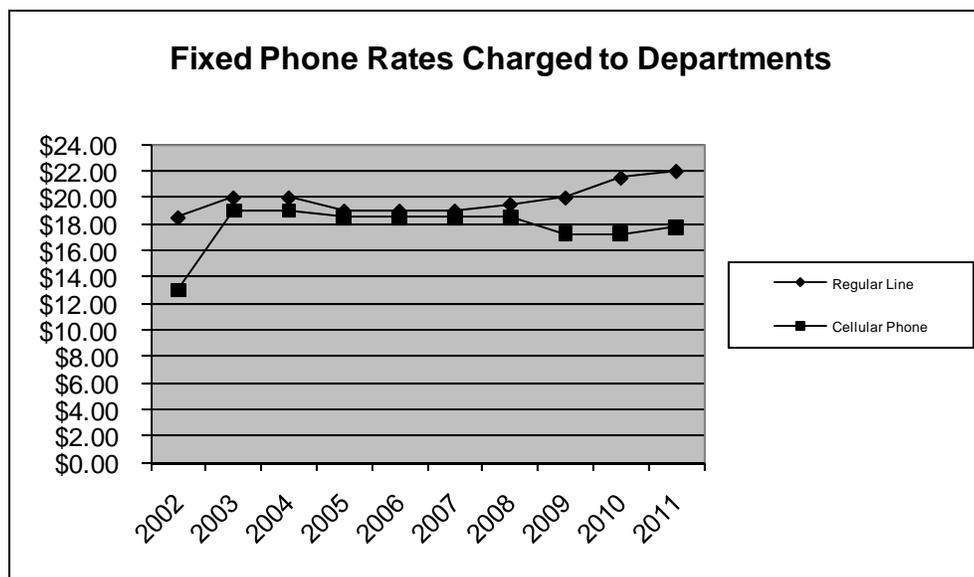
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

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)



Collections

Administration

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	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget	Estimate	Budget	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

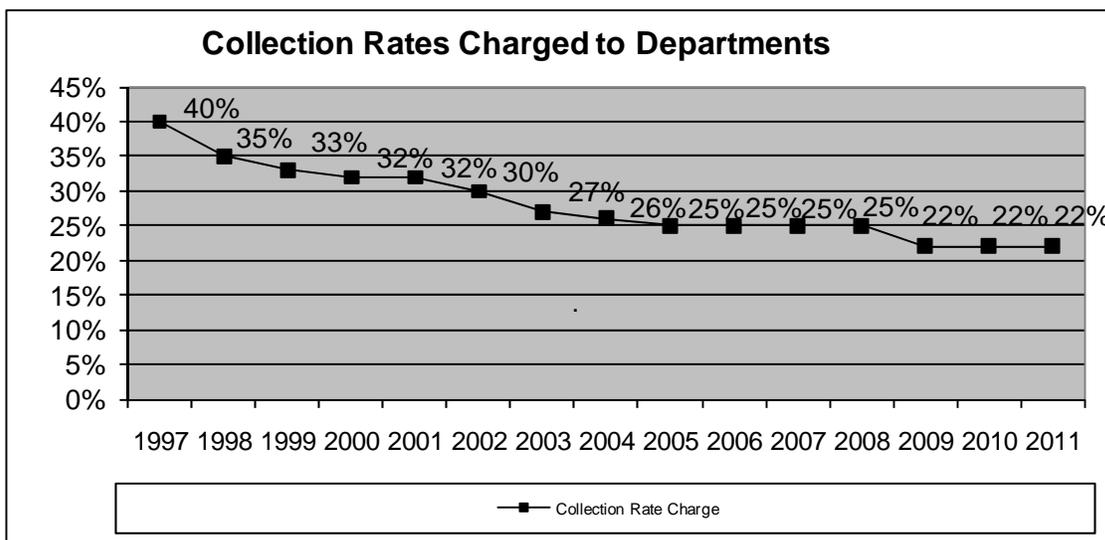
Maintain a recovery % greater than collection agency industry average specific to governmental accounts.

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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