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GENERAL ADMINISTRATION

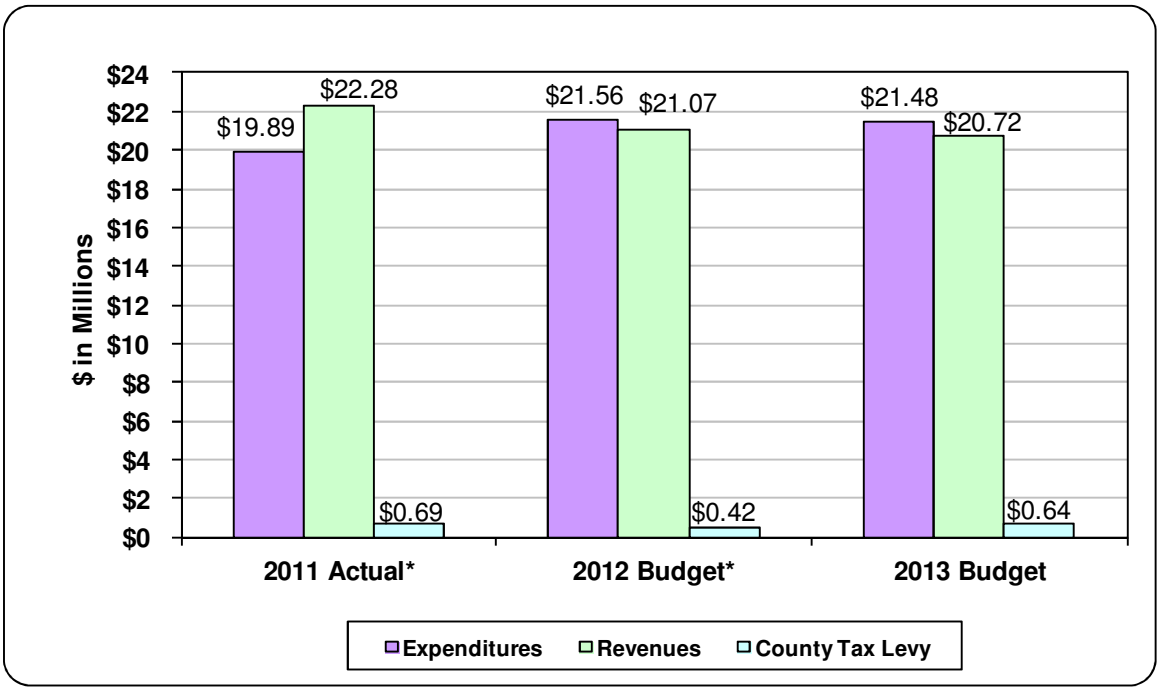
Functional Area Budget Highlights

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 Internal Service Funds: **Risk Management**, **Collections**, **Communications and End User Technology.** The Technology fund includes 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 departments, boards, commissions, and committees.

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



The 2013 Expenditure Budget for this functional area totals $21,482,428, after excluding Internal Service fund capitalized fixed asset expenditures. This represents a decrease of $80,676 or 0.4% from the 2012 Adopted expenditure budget. Budgeted revenues for 2013, include $1,079,014 of fund balance appropriations and total $20,718,829 a decrease of $354,259 or 1.7% from the 2012 Adopted Budget. The Tax Levy necessary to fund this functional area totals $643,599, an increase of $226,371 from the 2012 Adopted Budget which is mainly due to lower expected investment income by $280,000 due to the historic low rate of investment returns impacting the Treasurer's Office budget for 2013.

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)(e)	$22,283,999	$21,073,088	$21,100,325	$20,718,829	($354,259)	-1.7%
County Tax Levy (c)(e)	$689,609	$417,228	$417,228	$643,599	$226,371	54.3%
Expenditure (b)(e)	$19,886,025	$21,563,104	$21,389,880	$21,482,428	($80,676)	-0.4%
Rev. Over (Under) Exp. (e)	$2,194,458	-	($130,204)	-	-	N/A
Oper Income/(Loss) (d)	$893,123	($72,788)	$257,877	($120,000)	(47,212)	64.9%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$12,230	$11,500	$11,500	$12,000	$500	4.3%
County Tax Levy	$548,569	$547,569	$547,569	$547,569	$0	0.0%
Expenditure	$481,716	$559,069	$530,398	$559,569	$500	0.1%
Rev. Over (Under) Exp.	$79,083	-	$28,671	-	-	N/A
COUNTY BOARD						
Revenues	$155,474	$0	$130,000	$0	$0	N/A
County Tax Levy	$1,215,862	$1,172,875	$1,172,875	$1,167,493	($5,382)	-0.5%
Expenditure	$1,127,650	$1,172,875	$1,278,288	$1,167,493	($5,382)	-0.5%
Rev. Over (Under) Exp.	$243,686	-	$24,587	-	-	N/A
COUNTY CLERK						
Revenues (a)	$353,474	$377,245	$588,850	$222,350	($154,895)	-41.1%
County Tax Levy	$310,360	$312,360	$312,360	$312,360	$0	0.0%
Expenditure	$626,730	$689,605	$868,412	$534,710	($154,895)	-22.5%
Rev. Over (Under) Exp.	$37,104	-	$32,798	-	-	N/A
COUNTY TREASURER						
Revenues	$9,440,972	$7,932,250	$7,486,474	$7,693,500	($238,750)	-3.0%
County Tax Levy (c)	($7,400,462)	($7,288,462)	($7,288,462)	($7,053,462)	$235,000	3.2%
Expenditure	$582,956	$643,788	$647,471	$640,038	($3,750)	-0.6%
Rev. Over (Under) Exp.	$1,457,554	-	($449,459)	-	-	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)(e)	$11,865,235	$12,299,993	$12,431,312	$12,331,589	$31,596	0.3%
County Tax Levy (e)	$5,009,264	$4,642,854	$4,642,854	$4,662,854	$20,000	0.4%
Expenditure (b)(e)	$15,704,586	$17,015,635	$16,668,516	$17,114,443	$98,808	0.6%
Rev. Over (Under) Exp. (e)	$276,789	$0	$147,773	$0	$0	N/A
Oper Income/(Loss) (d)	$893,123	($72,788)	$257,877	($120,000)	($47,212)	64.9%
CORPORATION COUNSEL						
Revenues	$456,614	$452,100	$452,189	$459,390	$7,290	1.6%
County Tax Levy	$1,006,016	$1,030,032	$1,030,032	$1,006,785	($23,247)	-2.3%
Expenditure	$1,362,387	$1,482,132	$1,396,795	$1,466,175	($15,957)	-1.1%
Rev. Over (Under) Exp.	$100,243	-	$85,426	-	-	N/A

(a) The 2013 Budget includes a total of $1,079,014 Fund Balance appropriations, which includes $594,773 for DOA End User Technology Program, $243,154 for DOA Risk Management, $200,000 for DOA Collections, $30,000 for DOA Records Management, $9,087 for DOA Communications, and $2,000 in DOA Human Resources. The 2012 Budget includes a total of $1,694,428 of Fund Balance appropriations, which includes $155,000 for the County Clerk, $662,779 for the DOA End User Technology Program, $153,892 for DOA Records Management, $368,254 for DOA Risk Management, $32,462 for DOA Communications, $314,441 for DOA Collections, and $7,600 in DOA Human Resources.

(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 2013 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of $479,675. Total 2012 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $482,691.

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

(d) 2011 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.

(e) The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2013 Budget include the following:

- The **County Board** budget reduces it reliance on tax levy for the sixth consecutive year with a $5,382 tax levy decrease mainly by lowering operating expenditures.

- The **County Clerk's Office** 2013 budget removes non-reoccurring election costs budgeted in 2012 for the higher number elections in even-numbered years of $155,000 and decreases the corresponding general fund balance which was appropriated to fund the higher number of elections.

- Th**e County Treasurer** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2013 budgeted tax levy credit declines by about $235,000 mainly due to an estimated decrease in investment income to be earned of $280,000, partly offset by other revenue increases.

- The **Department of Administration (DOA) general fund cost to continue** expenditures increase by about $90K increase less than 1%. These increases are mostly offset by higher indirect cost recovery revenues and procurement card rebate revenues, which result in the need for only $30,000 of tax levy funding , or an increase of about 1%.

- **DOA-End User Technology Internal Service Fund (EUTF)** tax levy overall decreases by $10,000 while expenditure budget appropriations are held to less than a 1% increase and reduces reliance on general fund balance appropriations. The last remaining Tax Levy subsidy for the End User Technology program was eliminated in the 2012 budget, and the End User Technology Fund Balance decreases further by about $68,000 to $594,800 in 2013. The portion of the full cost of technology ownership bore by department charges and other ongoing revenue sources is estimated to be about 89% in the 2013 budget.

- **DOA-Risk Management** expenditures for 2013 increase by less than 1% or $16,700 to almost $2.57 million. This primarily reflects an increase in Worker's Compensation self-insured claims costs and higher estimated future years claims payments based on historical trends. Risk Management divisions expenditures are subsidized with General Fund Balance of $243,154 which is a decrease by $125,100 from the 2012 budget and is intended to be phased-out as department charges are modified to better reflect costs. Interdepartmental revenue charges back to departments increase $167,600 (after reducing the fund balance subsidy) and reflects costs allocated to departments which are based on a five year weighted average of claims experience and risk exposure factors. .

- **DOA-Collections** division will continue to provide a Tax Levy credit of $120,000, the same as the 2012 budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Charges for Service revenues decrease by $139,700, which is partially offset by decreases in temporary extra help and related benefit costs for about 1.8 FTE positions at an estimated cost of $56,200, and decreases in contracted services and third party temporary help of $52,300 due to anticipating an increase in business in 2012 from a new major client that did not materialize.

BUDGETED POSITIONS 2011-2013
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2011 Actual (a)	2012 Adopted Budget (a)	2012 Modified Budget (a)	2013 Budget	12-13 Change
COUNTY EXECUTIVE	General	4.50	4.65	4.65	4.65	0.00
COUNTY BOARD	General	7.00	7.00	7.00	7.00	0.00
COUNTY CLERK	General	4.00	4.00	4.00	4.00	0.00
TREASURER	General	6.00	5.50	5.50	5.50	0.00
DEPT. OF ADMINISTRATION	General (a)	44.75	44.75	44.75	44.75	0.00
	End User Technology	37.45	37.45	37.45	37.45	0.00
	Risk Management	3.20	3.20	3.20	3.20	0.00
	Communications	2.35	2.35	2.35	2.35	0.00
	Collections	5.75	5.75	5.75	5.75	0.00
	Subtotal Dept. of Admin.	93.50	93.50	93.50	93.50	0.00
CORPORATION COUNSEL	General	11.42	11.40	11.40	11.40	0.00
TOTAL REGULAR POSITIONS		126.42	126.05	126.05	126.05	0.00
TOTAL EXTRA HELP		10.69	15.61	15.61	13.94	(1.67)
TOTAL OVERTIME		0.17	0.28	0.28	0.18	(0.10)
TOTAL BUDGETED POSITIONS		137.28	141.94	141.94	140.17	(1.77)

(a) The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

2013 BUDGET ACTIONS

County Clerk
Decrease Temporary Extra Help by 0.62 FTE.
Decrease Overtime by 0.05 FTE.

Department of Administration - General Fund
Decrease 0.05 FTE Overtime in Tax Listing.
Decrease 0.16 FTE Temporary Extra Help

Department of Administration - End User Technology Fund
Increase 0.91 FTE Extra Help in Records Management

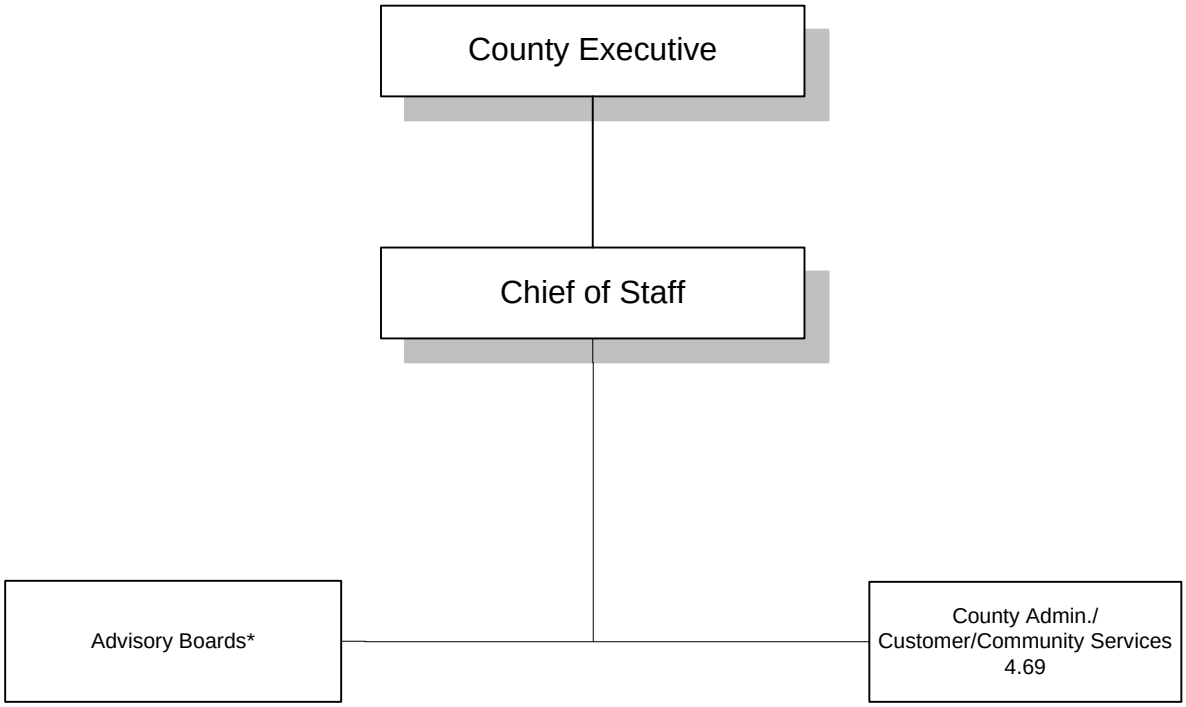
Department of Administration - Collections
Reduce Extra Help 1.8 FTE

2012 CURRENT YEAR ACTIONS:
None

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.69 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.

* No Staff FTE's are allocated to Advisory Boards.

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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. County government policy is established in partnership with the County Board of Supervisors, boards and commissions and the County Executive.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$12,230	$11,500	$11,500	$12,000	$500	4.3%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$548,569**	**$547,569**	**$547,569**	**$547,569**	**$0**	**0.0%**
Total Revenue Sources	**$560,799**	**$559,069**	**$559,069**	**$559,569**	**$500**	**0.1%**
Expenditures						N/A
Personnel Costs	$427,383	$484,395	$465,327	$487,020	$2,625	0.5%
Operating Expenses	$30,994	$45,700	$37,897	$42,396	($3,304)	-7.2%
Interdept. Charges	$23,339	$28,974	$27,174	$30,153	$1,179	4.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$481,716**	**$559,069**	**$530,398**	**$559,569**	**$500**	0.1%
Rev. Over (Under) Exp.	$79,083	$0	$28,671	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	4.50	4.65	4.65	4.65	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 FTEs	4.54	4.69	4.69	4.69	0.00

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

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Actual	2013 Target
County's Bond Ratings	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	2010 Actual	2011 Actual	2012 Actual
$ Amount of New Construction **	$397.6 million	$320.1 million	$406.4 million
% of Change	0.8%	0.64%	0.82%

*****Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.***

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

Objective 3: The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30th.*****

Key Outcome Indicator: Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

Performance Measure:	2006-2010 Actual	2007-2011 Actual	2008-2012 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	2.06%	1.85%	1.84%
Average annual tax increase (decrease) % on the medium value home over the 5 year period	0.40%	0.56%	0.49%

***** Year ending June 30th is consistently used since it represents the period preceding the budget development process.

County Administration/Customer/Community Services

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

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.54**	**4.69**	**4.69**	**4.69**	**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 (a)	$12,230	$11,500	$11,500	$12,000	$500
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$513,788**	**$517,605**	**$517,605**	**$521,504**	**$3,899**
Total Revenues	**$526,018**	**$529,105**	**$529,105**	**$533,504**	**$4,399**
Personnel Costs	$413,369	$463,906	$450,294	$468,470	$4,564
Operating Expenses	$25,590	$36,225	$30,952	$34,881	($1,344)
Interdept. Charges	$23,339	$28,974	$27,174	$30,153	$1,179
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$462,298**	**$529,105**	**$508,420**	**$533,504**	**$4,399**
Rev. Over (Under) Exp.	$63,720	$0	$20,685	$0	$0

(a) The other revenue primarily is from the County Executive award luncheon to reimburse costs of the luncheon.

Program Highlights

Personnel costs are increased by $4,564 less than 1% mainly due to costs to continue for the 4.69 FTE staff. Operating expenses decrease mostly related to a decrease in tuition/registration and mileage reimbursement related to budgeting costs closer to actual spending levels.

Activity Data

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
Funding quality services and keeping taxes low by limiting administrative support costs.				
% of County Property Taxes Spent on Admin. Functional Area		<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 and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number Includes reviews of other department news releases and electronic media.	100(b)	400	400	400

(a) Includes Corporation Counsel and UW Extension
(b) Does not include news releases drafted by departments for County Executive's Office review.

Advisory Boards

Program Description

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**No Staff**				
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	**$34,781**	**$29,964**	**$29,964**	**$26,065**	**($3,899)**
Total Revenues	**$34,781**	**$29,964**	**$29,964**	**$26,065**	**($3,899)**
Personnel Costs	$14,014	$20,489	$15,033	$18,550	($1,939)
Operating Expenses	$5,404	$9,475	$6,945	$7,515	($1,960)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets)	$0	$0	$0	$0	$0
Total Expenditures	**$19,418**	**$29,964**	**$21,978**	**$26,065**	**($3,899)**
Rev. Over (Under) Exp.	$15,364	$0	$7,986	$0	$0

Program Highlights

Overall expenditures for the Boards and Commissions per diems, mileage and other related expenses are budgeted to decrease in 2013 to be budgeted closer to prior year requests for reimbursements.

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	1.5
Park & Planning Commission	3	4	2.0
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

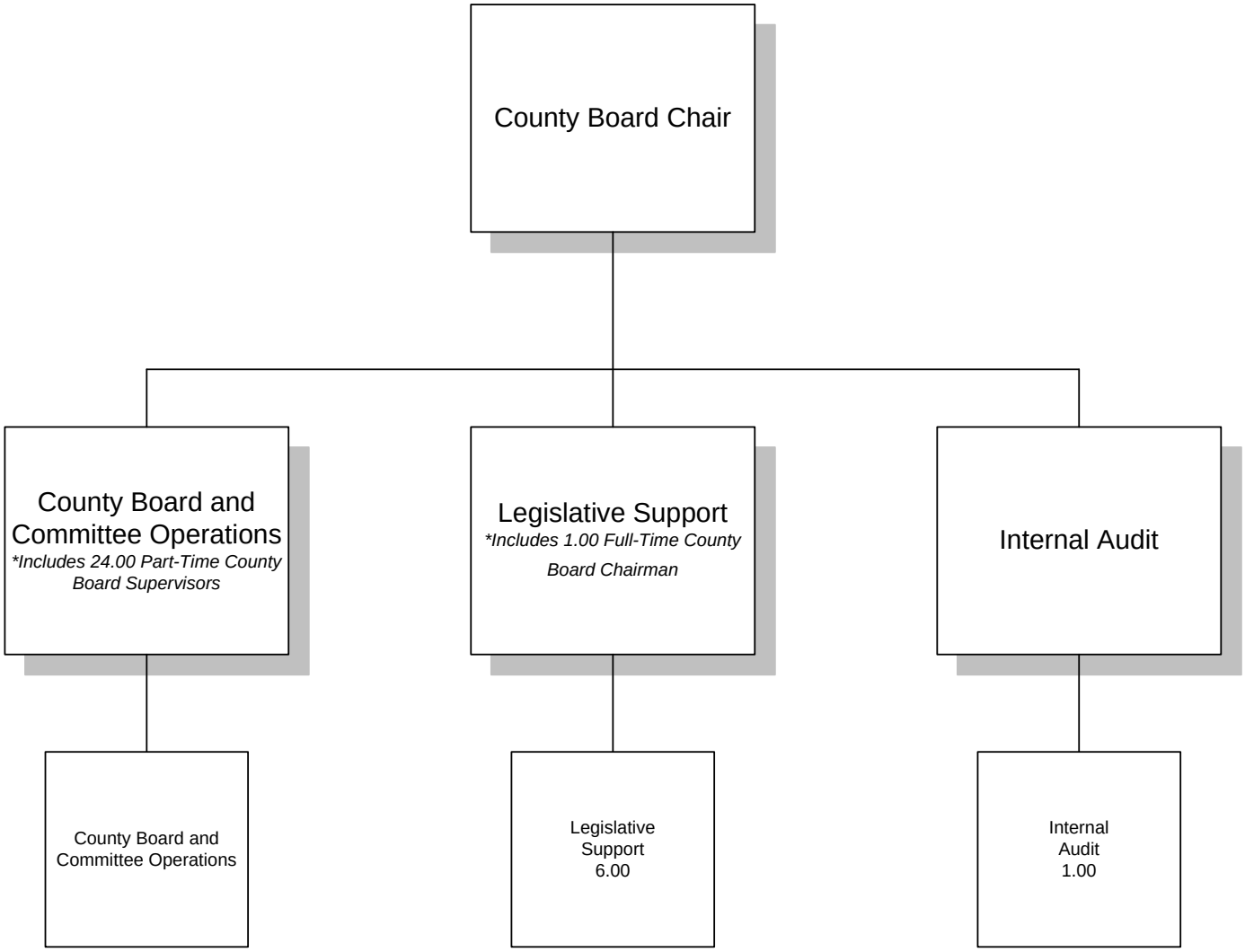
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health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

County Board

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of the life for 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 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a) (b)	$155,474	$0	$130,000	$0	$0	N/A
County Tax Levy	**$1,215,862**	**$1,172,875**	**$1,172,875**	**$1,167,493**	**($5,382)**	**-0.5%**
Total Revenue Sources	**$1,371,336**	**$1,172,875**	**$1,302,875**	**$1,167,493**	**($5,382)**	**-0.5%**
Expenditures						
Personnel Costs	$902,507	$907,103	$903,910	$922,454	$15,351	1.7%
Operating Expenses (a) (b)	$196,118	$234,368	$343,893	$214,405	($19,963)	-8.5%
Interdept. Charges	$29,025	$31,404	$30,485	$30,634	($770)	-2.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,127,650**	**$1,172,875**	**$1,278,288**	**$1,167,493**	**($5,382)**	**-0.5%**
Rev. Over (Under) Exp.	$243,686	$0	$24,587	$0	$0	-
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	7.00	7.00	7.00	7.00	0.00	

(a) The 2011 actual column reflects General Fund Balance of $155,474 related to carry-over expenditure authority from the 2010 modified budget to the 2011 modified budget in the Internal Audit program for the following contracted internal audit work: 1) $20,790 for an audit of the Department of Public Works-Central Fleet Division; 2) $59,684 for an audit of the Waukesha County Communications Center; and 3) $75,000 for completion of Internal Audit projects from the 2010 audit plan delayed due to additional projects added to the plan in 2010.

(b) The 2012 Estimate column reflects General Fund Balance of $130,000 related to carry-over expenditure authority from the 2011 modified budget to the 2012 modified budget in the Internal Audit program for the following contracted internal audit work: 1) $75,000 encumbered for an audit of information technology project management; and 2) $55,000 for completion of Internal Audit projects from the 2011 audit plan which were delayed due to additional projects added to the plan in 2011 (including County Clerk and health and dental insurance fund audits).

Major Departmental Strategic Outcomes and Objectives for 2013

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management policies 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:	2010 Actual	2011 Actual	2012 Actual	2013 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance economic development strategic direction in 2012 and 2013.

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

Performance Measure:	2010 Actual	2011 Actual	2012 Actual
$ Amount of New Construction*	$397.6 million	$320.1 million	$406.4 million
% of Change	0.8%	0.64%	0.82%

**Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.*

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 2013 audits include: ongoing efforts related to the county-wide cashiering system, the Sheriff's Department, Clerk of Courts, payroll system, employee flexible spending account, and UW Cooperative Extension Office.

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
County board staff evaluates and promotes initiatives to better serve supervisors and the public and enhances the development, efficiency and cost effectiveness of county and county board operations.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$588,497**	**$564,955**	**$564,955**	**$573,901**	**$8,946**
Total Revenues	**$588,497**	**$564,955**	**$564,955**	**$573,901**	**$8,946**
Personnel Costs	$504,314	$507,615	$505,246	$520,912	$13,297
Operating Expenses	$11,495	$28,936	$22,761	$24,355	($4,581)
Interdept. Charges	$27,651	$28,404	$28,485	$28,634	$230
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$543,461**	**$564,955**	**$556,492**	**$573,901**	**$8,946**
Rev. Over (Under) Exp.	$45,036	$0	$8,463	$0	$0

Program Highlights

Personnel costs increases of $13,297 or 2.6% reflect salary and benefits cost projections for existing 6.0 FTE staff including Health Savings Account (HSA) insurance plan savings.

Operating expenses are reduced $4,581 reflecting lower cost estimates for travel, mileage reimbursement, and tuition and registration costs related to a commitment to increase efficiency by greater use of technology.

Activity-Workload Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Committee agenda/minutes prepared	281	250	250	250	0
Advisement to committees by staff	346	250	265	275	25
Reviewing/advising on state legislative issues *	200	200	200	200	0
Staff participating in community events/meetings/conferences	150	150	150	150	0

* These items are not duplicated in the above advisement item counts.

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The county board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson who fills a 1.00 FTE position in the Legislative Support Program. No FTE is budgeted for the County Board and Committees Operations Program due to the part-time nature of the 24 supervisor positions.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
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	**$376,454**	**$360,750**	**$360,750**	**$345,500**	**($15,250)**
Total Revenues	**$376,454**	**$360,750**	**$360,750**	**$345,500**	**($15,250)**
Personnel Costs	$262,960	$264,168	$263,640	$264,000	($168)
Operating Expenses	$51,042	$93,582	$79,482	$79,500	($14,082)
Interdept. Charges	$1,373	$3,000	$2,000	$2,000	($1,000)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$315,375**	**$360,750**	**$345,122**	**$345,500**	**($15,250)**
Rev. Over (Under) Exp.	$61,079	$0	$15,628	$0	$0

Program Highlights

County board members work with county board staff, including participation in staff developed surveys to identify information needs, to make informed decisions on policy issues and ordinances.

Personnel Costs include estimated salary and benefit costs for 24 county board supervisors.

Operating expense appropriations are reduced $14,082 to $79,500 mostly due to a $9,500 reduction to consulting expenditures, which are generally used for issues deemed essential and emergent. Also, mileage reimbursement, tuition/registration and travel costs are reduced $4,582 as more online and in-house training alternatives are planned to gain further operational efficiencies.

Activity-Workload Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Ordinances/Resolutions considered	167	150	150	150	0
County Board meetings attended	314	275	275	275	0
Standing Committee meetings attended	706	675	675	675	0

Internal Audit

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

Program Description

Internal audit, an independent function of the legislative branch of the county, is responsible for conducting operational, performance and financial audits of county operations to help ensure safeguarding of county assets, efficiency, management integrity and reliability by identifying cost effective controls throughout county operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors and taxpayers of Waukesha County for the purpose of promoting efficiency, economy and adequate internal controls.

	2011 Actual	2012 Budget	2012 Estimate	2013 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)	$155,474	$0	$130,000	$0	$0
County Tax Levy	**$250,911**	**$247,170**	**$247,170**	**$248,092**	**$922**
Total Revenues	**$406,385**	**$247,170**	**$377,170**	**$248,092**	**$922**
Personnel Costs	$135,233	$135,320	$135,024	$137,542	$2,222
Operating Expenses (a) (b)	$133,581	$111,850	$241,650	$110,550	($1,300)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$268,814**	**$247,170**	**$376,674**	**$248,092**	**$922**
Rev. Over (Under) Exp.	$137,570	$0	$496	$0	$0

(a) The 2011 actual column reflects General Fund Balance of $155,474 related to carry-over expenditure authority from the 2010 modified budget to the 2011 modified budget in the Internal Audit Program for the following contracted internal audit work: 1) $20,790 for an audit of the Department of Public Works-Central Fleet Division; 2) $59,684 for an audit of the Waukesha County Communications Center; and 3) $75,000 for completion of internal audit projects from the 2010 audit plan delayed due to additional projects added to the plan in 2010.

(b) The 2012 Estimate column reflects General Fund Balance of $130,000 related to carry-over expenditure authority from the 2011 modified budget to the 2012 modified budget in the Internal Audit Program for the following contracted internal audit work: 1) $75,000 encumbered for an audit of information technology project management; and 2) $55,000 for completion of internal audit projects from the 2011 audit plan which were delayed due to additional projects added to the plan in 2011 (including County Clerk and health and dental insurance fund audits).

Program Highlights

Personnel costs increase $2,222 or 1.6% based on salary and benefit projections for existing staff and an employee's change in health insurance plan.

Operating expenses are reduced $1,300 mostly reflecting lower cost estimates for travel and tuition and registration costs. The 2013 operating costs include $104,500 for contracted audits, which is unchanged from the 2012 budget.

Anticipated 2013 audit efforts include ongoing audit of the county-wide cashiering system, the Sheriff's Department, Clerk of Courts, payroll system, employee flexible spending account and UW Cooperative Extension Office.

Activity-Workload Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Audits of department activities	5	5	4	5	0
Consult with departments to assist in various projects	2	2	2	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

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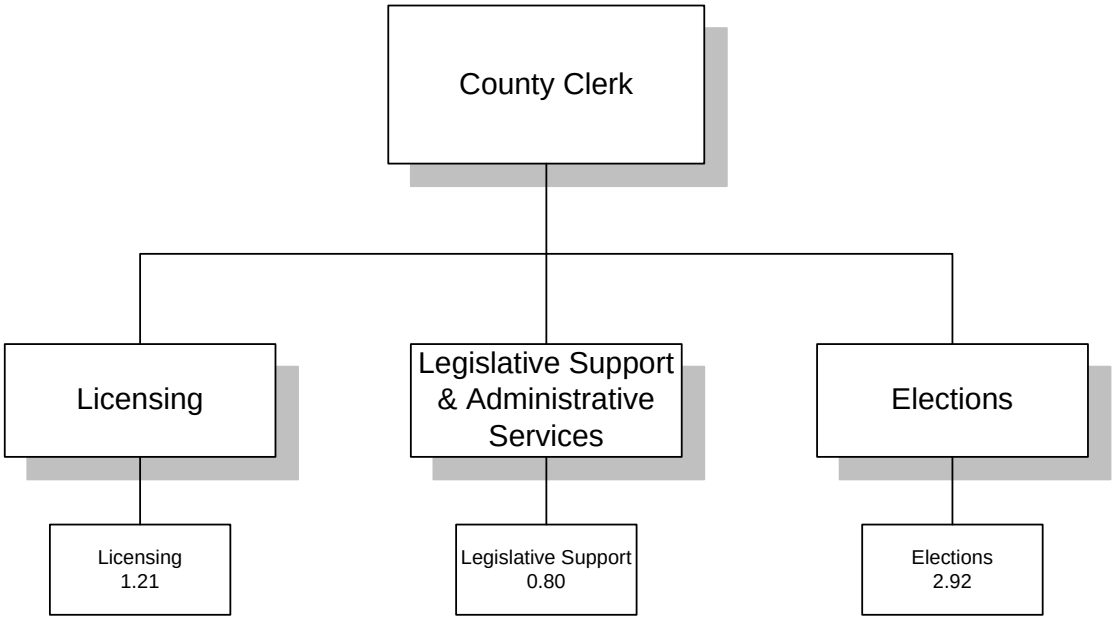
County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



4.93 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	2011 Actual (a)(b)	2012 Adopted Budget (a)(c)	2012 Estimate (a)(d)	2013 Budget (c)	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$158,218	$140,720	$158,025	$158,025	$17,305	12.3%
Charges for Services (a)	$68,286	$79,225	$82,525	$62,525	($16,700)	-21.1%
Interdepartmental	$473	$400	$400	$400	$0	0.0%
Other Revenue	$1,298	$1,900	$1,900	$1,400	($500)	-26.3%
Appr. Fund Balance (b)(c)(d)	$125,200	$155,000	$346,000	$0	($155,000)	-100.0%
County Tax Levy	**$310,360**	**$312,360**	**$312,360**	**$312,360**	**$0**	**0.0%**
Total Revenue Sources	**$663,834**	**$689,605**	**$901,210**	**$534,710**	**($154,895)**	-22.5%
Expenditures						
Personnel Costs (b)(c)(d)	$370,503	$374,938	$364,655	$350,042	($24,896)	-6.6%
Operating Expenses (b)(c)(d)	$217,142	$275,459	$464,549	$144,414	($131,045)	-47.6%
Interdept. Charges (b)	$39,085	$39,208	$39,208	$40,254	$1,046	2.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$626,730**	**$689,605**	**$868,412**	**$534,710**	**($154,895)**	-22.5%
Rev. Over (Under) Exp.	$37,104	$0	$32,798	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help	0.89	1.54	1.54	0.92	(0.62)
Overtime	0.01	0.06	0.06	0.01	(0.05)
Total FTEs	4.90	5.60	5.60	4.93	(0.67)

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of municipal election charge reimbursement revenue account from a General Government revenue to a Charges for Service revenue.

(b) 2011 actual General Fund Balance corresponds to a Contingency Fund transfer of $125,200 used to cover above budget costs related to the state Supreme Court election recount.

(c) The 2012 adopted budget includes one-time General Fund Balance appropriation of $155,000 for higher estimated costs associated with the higher number of elections in the presidential election year. This General Fund Balance and associated costs are removed in the 2013 budget.

(d) The 2012 estimate includes additional costs associated with the recall elections for the Governor and Lieutenant Governor, which resulted in a Contingency Fund transfer of $191,000 into this budget.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.32**	**1.32**	**1.32**	**1.21**	**(0.11)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$158,218	$140,720	$158,025	$158,025	$17,305
Charges for Services	$14,390	$8,700	$12,000	$12,000	$3,300
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$63	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($43,822)**	**($44,365)**	**($44,365)**	**($60,344)**	**($15,979)**
Total Revenues	**$128,848**	**$105,055**	**$125,660**	**$109,681**	**$4,626**
Personnel Costs	$72,236	$72,386	$71,210	$69,897	($2,489)
Operating Expenses	$14,310	$16,572	$16,389	$23,017	$6,445
Interdept. Charges	$16,306	$16,097	$16,097	$16,767	$670
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$102,852**	**$105,055**	**$103,696**	**$109,681**	**$4,626**
Rev. Over (Under) Exp.	$25,996	$0	$21,964	$0	$0

(a) The tax levy credit in this program area is used to reduce the County Clerk's overall tax levy increase in the Elections and Legislative Support programs.

Program Highlights

License revenues include passport application fee revenues, which increase by $19,000 to $54,000, be more inline with 2011 actual revenues received of nearly $54,000, partially offset by marriage license revenues that decrease by $1,500 to $103,500 in the 2013 budget (see Activity table below for number of licenses.) Charges for service revenues include marriage waiver fees that increase by $2,300 to $3,800 and charges for passport photos by $1,000 to $8,200, both are increasing based on higher prior-year actual revenues received. The Tax Levy Credit (of $60,344) generated by this program helps fund and partially offsets tax levy in other program areas of the County Clerk's Office's budget.

Personnel costs decrease by nearly $2,500 to about $69,900, and includes a reduction in temporary extra help by 0.10 FTE (210 hours) to 0.41 (850 hours), resulting in budgeted cost savings of about $2,700. In addition, overtime budgeted in this program of $500 (0.01 FTE or 20 hours) for 2012 is reduced in the 2013 budget due to minimal 2011 actual overtime costs and only minimal need to budget for overtime use. Operating expenditures increase by about $6,400 mostly for additional training costs (by $3,300 to $6,700) and other costs related to the transition to a new County Clerk in 2013 (e.g., replacing letterhead on official stationary, new office supply needs, etc.)

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

	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	Budget Change
Marriage Licenses	1,734	1,812	1,715	1,750	1,715	(35)
Re-issued Marriage Licenses	55	53	45	50	60	10
Dog Licenses	18,091	17,764	17,154	18,137	17,154	(983) (b)
Passports Applications	1,294	1,536	1,953	1,400	2,160	760 (c)

(b) Dog licenses have trended downward over the past 3 years of actual data. The 2011 budget is based on the 2011 actual level.

(c) The 2013 passport application budget is based on an increasing trend over the last three years of actual data and higher year-to-date passport activity.

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 municipalities collaborating on the Statewide Voter Registration System (SVRS) to maintain compliance with Federal election statutes.

	2011 Actual (a)(b)	2012 Budget (a)(c)	2012 Est. (a)(d)	2013 Budget (c)	Budget Change
Staffing (FTE)	**2.71**	**3.41**	**3.41**	**2.92**	**(0.49)**
General Government (a)	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$52,760	$70,000	$70,000	$50,000	($20,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)(c)(d)	$125,200	$155,000	$346,000	$0	($155,000)
County Tax Levy (Credit)	**$288,911**	**$293,498**	**$293,498**	**$309,674**	**$16,176**
Total Revenues	**$466,871**	**$518,498**	**$709,498**	**$359,674**	**($158,824)**
Personnel Costs (b)(c)(d)	$243,765	$245,228	$237,193	$224,421	($20,807)
Operating Expenses (b)(c)(d)	$199,032	$254,067	$443,690	$115,680	($138,387)
Interdept. Charges (b)	$18,722	$19,203	$19,203	$19,573	$370
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$461,519**	**$518,498**	**$700,086**	**$359,674**	**($158,824)**
Rev. Over (Under) Exp.	$5,351	$0	$9,412	$0	$0

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of municipal election charge reimbursement revenue account from a General Government revenue to a Charges for Service revenue.

(b) 2011 actual General Fund Balance corresponds to a Contingency Fund transfer of $125,000 used to cover above budget costs related to the state Supreme Court election recount.

(c) The 2012 adopted budget includes one-time General Fund Balance appropriation of $155,000 for higher estimated costs associated with the higher number of elections in the presidential election year. This General Fund Balance and associated costs are removed in the 2013 budget.

(d) The 2012 estimate includes additional costs associated with the recall elections for the Governor and Lieutenant Governor, which resulted in a Contingency Fund transfer of $191,000 into this program budget.

Program Highlights

Charges for Service revenue, which consists of municipal reimbursements for election-related work, decreases by $20,000 to $50,000, based on actual revenues received in the last lower-volume odd-numbered election year (2011, with $52,760). General Fund Balance of $155,000, budgeted in 2012 for one-time higher costs related to the higher number of elections in the presidential election year, is removed in 2013. Tax Levy support budgeted in this program increases by $16,176 to $309,674.

Personnel costs decrease by about $20,800, mainly due to a decrease in temporary extra help and related benefits by about $16,700 to $17,300, or by about 0.45 FTE (935 hours) down to 0.51 FTE (1,060 hours), since less temporary staffing assistance is estimated to be needed for the fewer elections planned for in 2013. In addition, budgeted overtime and related benefits decrease by about $2,300 down to $400, or by 0.04 FTE (about 80 hours) to 0.01 FTE (about 20 hours), based on lower 2011 actual overtime costs, which should be similar to last year.

Operating expenditures decrease by about $138,400, mainly due to fewer elections planned for in 2013, including decreases in budgeted ballot costs by $119,000 to $51,000 (including a more favorable request-for-proposal contract resulting in the elimination of $10,000 of shipping and handling costs) and lower expected legal notice costs by $16,500, budgeted at about $12,500.

Activity	2009	2010	2011	2012	2013 Est.
Number of Waukesha County Registered Voters as certified in January	262,763	264,786	268,037	266,000 (e)	267,000 (e)

(e) The # of registered voters may decline from year to year due to the elimination of duplicate registrations, as determined through maintenance of the Statewide Voter Registration System.

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 also responsible for posting agendas and minutes and publishing summaries of proposed County Ordinances. Many times, the Office is the first place residents call to get transferred to the appropriate department.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.87**	**0.87**	**0.87**	**0.80**	**(0.07)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,137	$525	$525	$525	$0
Interdepartmental	$473	$400	$400	$400	$0
Other Revenue	$1,235	$1,900	$1,900	$1,400	($500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$65,271**	**$63,227**	**$63,227**	**$63,030**	**($197)**
Total Revenues	**$68,116**	**$66,052**	**$66,052**	**$65,355**	**($697)**
Personnel Costs	$54,502	$57,324	$56,252	$55,724	($1,600)
Operating Expenses	$3,801	$4,820	$4,470	$5,717	$897
Interdept. Charges	$4,057	$3,908	$3,908	$3,914	$6
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$62,359**	**$66,052**	**$64,630**	**$65,355**	**($697)**
Rev. Over (Under) Exp.	$5,756	$0	$1,422	$0	$0

Program Highlights

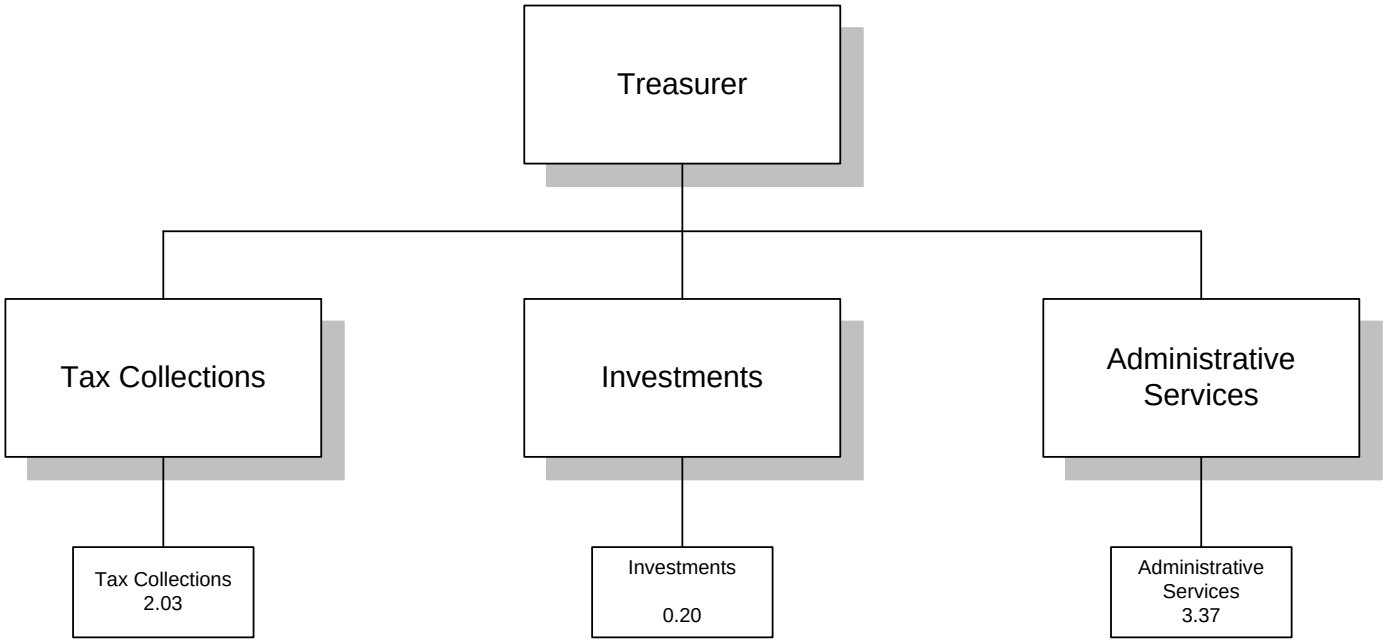
Charges for Service revenues include $525 in the base budget, mostly for copy and duplicating fee revenues. Interdepartmental charge revenues include $400 budgeted for revenue generated from providing other County departments with the “Director of Public Officials,” produced by County Clerk’s Office staff in this program area. Other Revenues consist of reimbursements from municipal officials for meeting supplies, which decreases by $500 (from $1,000 to $500), based on lower 2011 actual experience, and publication sales revenue for the “Directory of Public Officials,” sold to the general public, budgeted at $900. Tax Levy support for this program decreases slightly by $197 to $63,030, mainly due to lower personnel costs described below.

Personnel costs decrease by $1,600, mainly due to the reduction of $2,300 in temporary extra help and related benefit costs budgeted in 2012 (0.07 FTE or about 145 hours), based on needing minimal temporary staffing assistance in the program in recent years. Budgeted operating expenditures increases are mainly due to an estimated increase in legal notice costs by about $800 to $3,500 for this program area.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.60 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$54,694	$45,000	$45,000	$55,000	$10,000	22.2%
Charges for Services	$138,651	$119,200	$131,574	$132,700	$13,500	11.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$9,247,005	$7,768,050	$7,309,900	$7,505,800	($262,250)	-3.4%
Appr. Fund Balance	$622	$0	$0	$0	$0	N/A
County Tax Levy/ (Credit) (b)	**($7,400,462)**	**($7,288,462)**	**($7,288,462)**	**($7,053,462)**	**$235,000**	**3.2%**
Total Revenue Sources (b)	**$2,040,510**	**$643,788**	**$198,012**	**$640,038**	**($3,750)**	**-0.6%**
Expenditures						N/A
Personnel Costs	$324,794	$357,787	$355,937	$355,363	($2,424)	-0.7%
Operating Expenses (c)	$124,103	$154,424	$159,967	$149,679	($4,745)	-3.1%
Interdept. Charges	$134,059	$131,577	$131,567	$134,996	$3,419	2.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$582,956**	**$643,788**	**$647,471**	**$640,038**	**($3,750)**	-0.6%
Rev. Over (Under) Exp.	$1,457,554	$0	($449,459)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	6.00	5.50	5.50	5.50	0.00	
Extra Help	0.06	0.07	0.07	0.07	0.00	
Overtime	0.04	0.03	0.03	0.03	0.00	
Total FTEs	6.10	5.60	5.60	5.60	0.00	

a) For budget comparison purposes, the 2011 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 as required by GAAP.

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) The 2012 estimate is currently estimated to exceed the 2012 adopted budget primarily related to higher reimbursement for personal property tax in 2012 than the budget anticipated. An ordinance to appropriate the additional related revenues or a funds transfer will be requested if the higher expenditures materialize.

Current and Proposed Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Est. Operating Impact	A=Annual T=One-Time
200205	Tax Records Replacement (a)(b)	2012	$900,000	100%	$21,135	A
200414	County-wide Cashiering (c)	2013	$970,000	90%	$45,000	A

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

a) The Tax Records Systems project core functions were completed the beginning of the 4th quarter of 2011. The DOA IT Manager (Project Manager) expects the second phase of the Tax Records Systems to be fully implemented by the end of the 4th quarter of 2012. The Treasurer's 2012 request includes budgeted expenses for support of the new tax listing, tax billing, and tax collections system.

b) Project is coordinated by Department of Administration IT Division manager, annual ongoing costs include software; and licensing costs will be split 45% Treasurer's Office and 55% to Department of Administration. The operating expense amount estimated for the Treasurer is $9,511.

c) Project is coordinated by Department of Administration Business Office. The cashier system currently being utilized by the Treasurer's office is expected to be fully implemented by County departments by the end of 2013. The total estimated operating impact to the County is estimated at $45,000. 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) in 2014 which a percentage of the $45,000 will impact the Treasurer's 2014 budget through the EUTF cost allocations.

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Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, 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 2013

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

Objective: Work cooperatively with financial institutions and escrow companies to electronically receive tax payments in order to improve efficiencies and reduce costs.

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 2010 and 2011 tax bills, a 2013 target (estimate) is shown below:

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# Tax payments received electronically	1895	4000	2500	4000
Projected estimated cost savings	$341	$720	$450	$720

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.80**	**2.05**	**2.05**	**2.03**	**(0.02)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$54,694	$45,000	$45,000	$55,000	$10,000
Charges for Services	$137,740	$118,000	$130,174	$131,500	$13,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,808,776	$2,946,650	$3,008,500	$2,964,400	$17,750
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (a)	**($2,881,319)**	**($2,827,379)**	**($2,827,379)**	**($2,882,985)**	**($55,606)**
Total Revenues	**$1,119,890**	**$282,271**	**$356,295**	**$267,915**	**($14,356)**
Personnel Costs	$86,676	$114,872	$112,361	$110,563	($4,309)
Operating Expenses (b)	$101,946	$113,308	$119,271	$101,043	($12,265)
Interdept. Charges	$54,045	$54,091	$54,096	$56,309	$2,218
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$242,667**	**$282,271**	**$285,728**	**$267,915**	**($14,356)**
Rev. Over (Under) Exp.	$877,223	$0	$70,567	$0	$0

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

b) The 2012 Estimate is currently estimated to exceed the 2012 adopted budget primarily related to higher reimbursement for personal property tax in 2012 than the budget anticipated. An ordinance to appropriate the additional related revenues or a funds transfer will be requested if the higher expenditures materialize.

Tax Collection (cont.)

Program Highlights

Fines/Licenses revenue consists of Agricultural Land Use conversion charges budgeted to increase by $10,000 or 22% to $55,000 due to a slight increase in real estate development.

Charges for Services are budgeted to increase $13,500 or 11.4% due to an increase in In-Rem revenues of $11,500 and Municipal Charges – Tax Processing fees of $2,000.

Other revenue is budgeted to increase by $17,750 primarily due to an increase in Profit – Tax Deed Sales of $14,750 and an increase in Payments in Lieu of Taxes of $4,000, being offset by a decrease in Sale of Capital Assets of $1,000.

Personnel costs are budgeted to decrease by $4,309 primarily due to a decrease in Health Insurance of $3,364; a decrease in overtime of $1,511 partially related to a 0.02 FTE transfer to the Administration program from the Tax Collection program; and a decrease in temporary extra help of $1,000. The decreases are offset by costs to continue remaining personnel.

Operating expenses are budgeted to decrease $12,265 or 10.8% mostly due to a new law that will limit the conditions under which a municipality will be able to request reimbursement from the county for municipality chargeback of personal property taxes related to non-payment of taxes by businesses, resulting in a budgeted decrease of $11,000 to $15,000. Also, outside printing is budgeted to decrease $2,708 based on prior year actual. These decreases are offset by an anticipated increase in postage of $2,743.

Interdepartmental charges are budgeted to increase $2,218 or 4.1% mostly due to an increase in administrative overhead of $1,600 and a budgeted increase in the DOA Principal Financial Analyst position allocated costs of $415.

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

	2006	2007	2008	2009	2010	2011	2012 Est.
Interest	$1,250,235	$1,218,480	$1,456,248	$1,953,118	$2,284,491	$2,458,214	$1,900,000
Penalty	$634,653	$617,609	$749,364	$1,007,175	$1,165,653	$1,227,443	$950,000
TOTAL	$1,884,888	$1,836,089	$2,205,612	$2,960,293	$3,450,144	$3,685,657	$2,850,000

Tax Collection (cont.)

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2011-2012 tax years. The dollars collected increased by $1.2 million to $141.3 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	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Village of Men. Falls	$56,574,790	$58,215,725	$60,985,033	$64,339,552	$65,932,259	$66,324,210
City of Delafield	$14,242,282	$14,999,037	$15,434,974	$15,557,891	$15,918,438	$15,814,785
Village of Pewaukee	$12,130,339	$12,188,606	$12,917,048	$12,920,211	$13,237,318	$13,356,551
Village of Wales	$3,692,573	$3,955,811	$4,045,371	$4,373,080	$4,431,651	$4,600,464
Town of Brookfield	$11,999,351	$12,118,745	$11,959,197	$12,489,714	$12,333,060	$12,476,796
Village of Merton	$4,030,582	$4,187,394	$4,143,616	$4,572,666	$4,797,428	$5,015,291
Village of Lannon	$1,317,869	$1,310,240	$1,445,786	$1,496,486	$1,571,496	$1,573,686
Village of Nashotah	$2,216,218	$2,283,807	$2,113,498	$2,255,421	$2,370,252	$2,391,372
Village of Dousman	$2,244,893	$2,161,110	$2,161,526	$2,167,348	$2,250,107	$2,362,645
Village of Lac La Belle	$1,435,724	$1,382,026	$1,417,124	$1,345,392	$1,482,481	$1,431,506
Village of Oconomowoc Lake	$4,394,283	$4,402,494	$4,655,719	$4,532,374	$4,453,360	$4,471,340
Town of Waukesha	$10,418,946	$10,933,378	$10,608,409	$11,320,785	$11,351,046	$11,481,880
TOTAL	$124,697,850	$128,138,373	$131,887,301	$137,370,920	$140,128,896	$141,300,526

Investments

Program Description

The County cash balances are invested using the State's Local Government Investment Pool, Aaa/AAA money market funds and securities by investment firms with contracts 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**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 (a)	$5,436,409	$4,820,000	$4,300,000	$4,540,000	($280,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (b)	**($4,863,490)**	**($4,764,402)**	**($4,764,402)**	**($4,483,310)**	**$281,092**
Total Revenues	**$572,919**	**$55,598**	**($464,402)**	**$56,690**	**$1,092**
Personnel Costs	$17,858	$17,849	$17,849	$18,171	$322
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$38,284	$37,749	$37,749	$38,519	$770
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$56,142**	**$55,598**	**$55,598**	**$56,690**	**$1,092**
Rev. Over (Under) Exp.	$516,778	$0	($520,000)	$0	$0

(a) 2012 Estimate of investment income is projected to be $520,000 lower than 2012 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

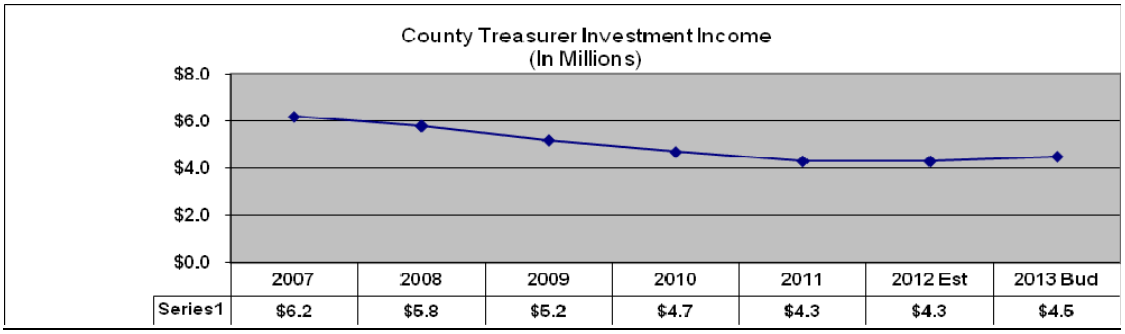
Other revenue is budgeted to decrease $280,000 or 5.8% due to expected lower investment rates of return in 2013.

Personnel costs increase by $322 or 1.8% due to costs to continue staff in this area.

Interdepartmental Charges increase by $770 or 2.0% due to an increase in the DOA Principal Financial Analyst position allocated costs.

Activity

Interest rates peaked in 2007 with the county's fixed income portfolio reaching $6.2 million. 2008 through 2011, interest rates have been declining with investment income at historic levels ending 2011 at nearly $4.3 million. Interest rates are expected to remain historically low in 2012. Investment Income is expected to remain low in 2013 but improves slightly.



Administrative Services

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.10**	**3.35**	**3.35**	**3.37**	**0.02**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$911	$1,200	$1,400	$1,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,820	$1,400	$1,400	$1,400	$0
Appr. Fund Balance	$622	$0	$0	$0	$0
County Tax Levy\(Credit) (a)	**$344,347**	**$303,319**	**$303,319**	**$312,833**	**$9,514**
Total Revenues	**$347,700**	**$305,919**	**$306,119**	**$315,433**	**$9,514**
Personnel Costs	$220,260	$225,066	$225,727	$226,629	$1,563
Operating Expenses	$22,157	$41,116	$40,696	$48,636	$7,520
Interdept. Charges	$41,729	$39,737	$39,722	$40,168	$431
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$284,147**	**$305,919**	**$306,145**	**$315,433**	**$9,514**
Rev. Over (Under) Exp.	$63,553	$0	($26)	$0	$0

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

Program Highlights

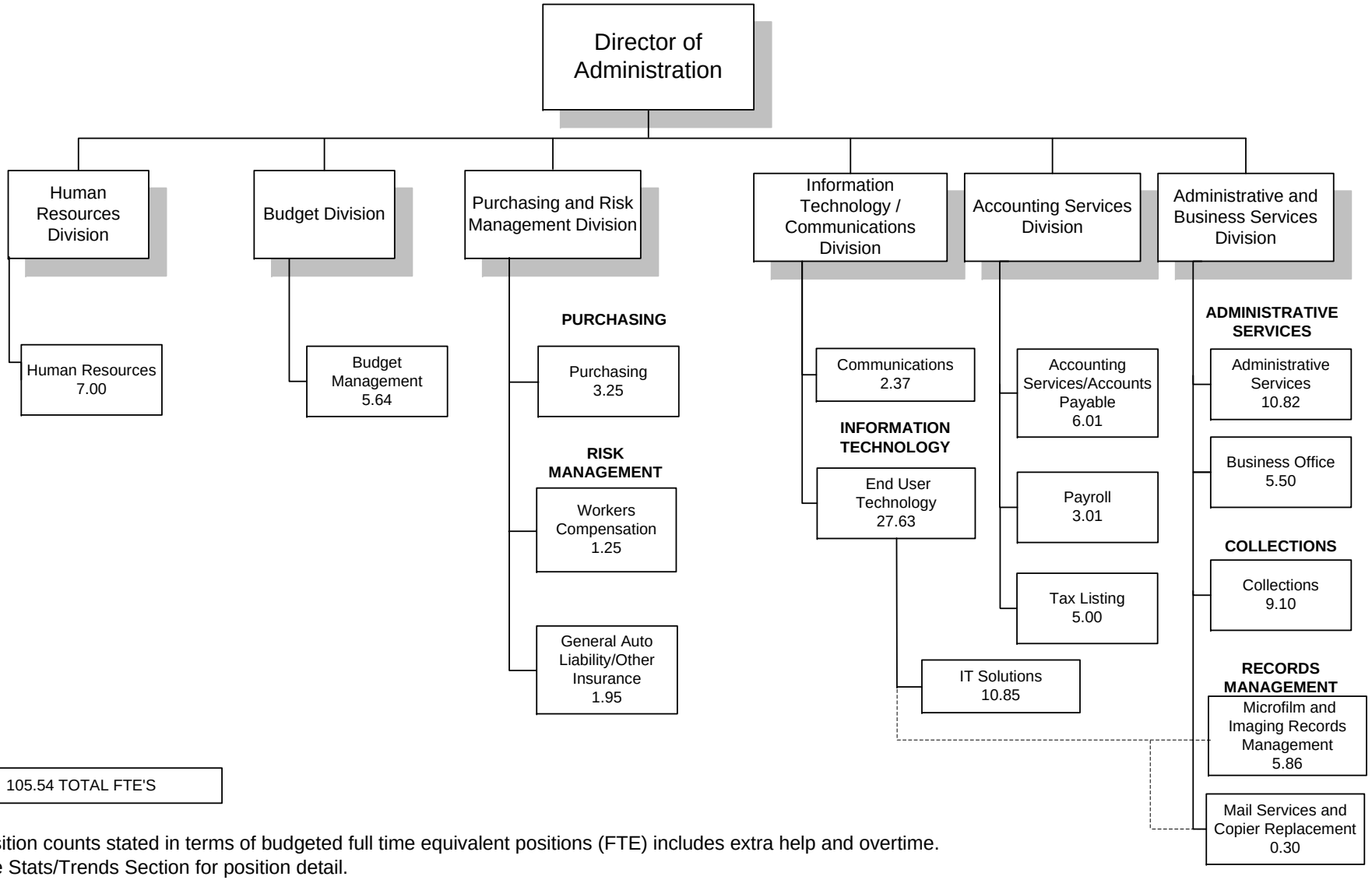
Personnel costs are budgeted to increase $1,562 primarily due to costs to continue personnel. Also, overtime increases $661 related to a 0.02 FTE transfer to the Administration program from the Tax Collection program and a slight increase in Wisconsin Retirement Contributions (WRS) of $570. The increases are offset by a decrease in health insurance of $3,529

Operating expenses are budgeted to increase by $7,520 or 18.3% mostly due to an increase of $8,000 in Office equipment for the purchase of electronic check presentation equipment offset by a slight decrease in security services of $700 to closer reflect prior year actuals.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



105.54 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.

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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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
General Fund						
Revenues	$1,582,821	$1,588,234	$1,642,934	$1,647,870	$59,636	3.8%
County Tax Levy	$3,167,782	$3,131,430	$3,131,430	$3,161,430	$30,000	1.0%
Expenditures	$4,473,815	$4,719,664	$4,626,591	$4,809,300	$89,636	1.9%
Rev. Over (Under) Exp.	$276,789	$0	$147,773	$0	$0	N/A
End User Technology Fund						
Revenues	$6,194,663	$6,329,091	$6,436,520	$6,366,430	$37,339	0.6%
County Tax Levy	$1,961,482	$1,631,424	$1,631,424	$1,621,424	($10,000)	-0.6%
Expenditures	$7,067,288	$7,913,303	$7,788,142	$7,987,854	$74,551	0.9%
Operating Inc./(Loss)	$1,088,856	$47,212	$279,802	$0	($47,212)	-100.0%
Risk Management						
Revenues	$2,384,327	$2,548,754	$2,637,471	$2,565,454	$16,700	0.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,543,177	$2,548,754	$2,572,579	$2,565,454	$16,700	0.7%
Operating Inc./(Loss)	($158,850)	$0	$64,892	$0	$0	N/A
Communications						
Revenues	$826,063	$795,534	$801,746	$795,810	$276	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$790,604	$795,534	$768,563	$795,810	$276	0.0%
Operating Inc./(Loss)	$35,460	$0	$33,183	$0	$0	N/A
Collections						
Revenues	$877,360	$1,038,380	$912,641	$956,025	($82,355)	-7.9%
County Tax Levy (a)	($120,000)	($120,000)	($120,000)	($120,000)	$0	0.0%
Expenditures	$829,702	$1,038,380	$912,641	$956,025	($82,355)	-7.9%
Operating Inc./(Loss)	($72,342)	($120,000)	($120,000)	($120,000)	$0	0.0%
Total All Funds						
Revenues	$11,865,234	$12,299,993	$12,431,312	$12,331,589	$31,596	0.3%
County Tax Levy (a)	$5,009,264	$4,642,854	$4,642,854	$4,662,854	$20,000	0.4%
Expenditures	$15,704,586	$17,015,635	$16,668,516	$17,114,443	$98,808	0.6%
Rev. Over (Under) Exp.	$276,789	$0	$147,773	$0	$0	N/A
Operating Inc./(Loss)	$893,123	($72,788)	$257,877	($120,000)	($47,212)	64.9%

(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)	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Budget Change
Department of Administration:					
Regular Positions	93.50	93.50	93.50	93.50	0.00
Extra Help	8.88	12.99	12.99	11.94	(1.05)
Overtime	0.12	0.15	0.15	0.10	(0.05)
Total	**102.50**	**106.64**	**106.64**	**105.54**	**(1.10)**

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

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '12	Estimated Operating Impact	A = Annual T = One-Time
200205	Tax Records Replacement (a)	Y	2012	$900,000	100%	$22,000	A
200414	County wide Cashiering (b)	Y	2013	$970,000	85%	$43,250	A
200619	Financial Operations & Management Systems	Y	2013	$2,040,000	95%	($75,000)	A
200710	Collection System Interface(s) (c)	Y	2012	$46,592	100%	$9,400	A
200820	VOIP and Infrastructure Upgrades	Y	2014	$1,175,500	20%	($50,000)	A
200910	Enterprise Content Management	Y	2016	$1,240,000	25%	$58,000	A
200912	Workforce Management System	N	2013	$618,000	40%	$45,000	A

(a) Coordinated project with Treasurer/Register of Deeds.
(b) Coordinated project with Departments County-wide.
(c) Coordinated project with Health & Human Services 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, and other revenues.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$635,563	$593,611	$593,611	$625,878	$32,267	5.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$162,649	$167,446	$161,254	$162,607	($4,839)	-2.9%
Interdepartmental	$593,874	$647,215	$647,215	$660,896	$13,681	2.1%
Other Revenue	$185,378	$172,362	$187,112	$196,489	$24,127	14.0%
Appr. Fund Balance (a)	$5,357	$7,600	$53,742	$2,000	($5,600)	-73.7%
County Tax Levy (b)	**$3,167,782**	**$3,131,430**	**$3,131,430**	**$3,161,430**	**$30,000**	**1.0%**
Total Revenue Sources	**$4,750,603**	**$4,719,664**	**$4,774,364**	**$4,809,300**	**$89,636**	**1.9%**
Expenditures						
Personnel Costs (b)	$3,910,074	$3,959,820	$3,904,272	$4,028,249	$68,429	1.7%
Operating Expenses (a)(b)	$403,547	$584,367	$551,894	$604,667	$20,300	3.5%
Interdept. Charges (b)	$160,194	$175,477	$170,425	$176,384	$907	0.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$4,473,815**	**$4,719,664**	**$4,626,591**	**$4,809,300**	**$89,636**	**1.9%**
Rev. Over (Under) Exp.	$276,789	$0	$147,773	$0	$0	N/A
Position Summary (FTE)						
Regular Positions (b)	44.75	44.75	44.75	44.75	0.00	
Extra Help	1.36	1.62	1.62	1.46	(0.16)	
Overtime	0.04	0.07	0.07	0.02	(0.05)	
Total FTEs	46.15	46.44	46.44	46.23	(0.21)	

(a) 2011 includes $1,500 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment. 2012 includes $7,600 Fund Balance appropriation in revenues and expenditures from cafeteria and vending funds for employee picnic and holiday party and cafeteria refrigerator. The 2012 Estimate includes $31,142 Fund Balance appropriation in revenues and in open purchase orders from 2011 carried forward into 2012, $15,000 Fund Balance appropriation in revenues and in contracted services from 2011 carried forward into 2012, and $7,600 Fund Balance appropriation in revenues and expenditures from cafeteria and vending funds. 2013 includes $2,000 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment.

(b) For the 2013 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) – General Fund to the DOA – End User Technology Fund. History has been restated for comparability purposes.

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective 1: 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: Email management environment in place, user training developed and a schedule for initial implementation for the County by 4th quarter 2012. Functional production environment for the Medical Examiner's office by 4th quarter 2012. Enterprise Content Management environment for the Financial Management Information System in production by 1st quarter 2013.

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

Objective 2 Implement the New World Financial system to replace our Oracle Government Financial System and associated Oracle databases (Information Technology and DOA).

Key Outcome Indicator: The New World Financial System Budget Module went into production May 2012 in support of the 2013 budget process. Implement remaining New World System modules (e.g., General Ledger, Accounts Payable), and related interfaces to third party systems, by January 1, 2013. De-installation of Oracle systems by 4th quarter 2013.

Objective 3: 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 Savings ending 2011 (6-years cumulative) $619,300.

Performance Measures:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Operating cost reductions*	$66,000	$74,700	$40,000	$40,000

*Operating cost reductions include continued virtualization of servers, conversion from tape backup to disk and elimination of UNIX environment as part of the financial system implementation.

Objective 4: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of areas implemented on shared system	3 (15 Total)	5 (19 Total)	7 (22 Total)	2(24)*

*Continued 2013 implementation contingent upon HHS and Sheriff Department system implementation decisions.

Objective 5: Implement a Workforce Management system that will incorporate scheduling, benefit accrual, leave management and improved time and attendance data collection. (Payroll)

Key Outcome Indicator: Implementation of Time and Attendance (T&A) base application into departments. Later advance scheduling systems implemented with reduction in staff time committed to managing the County workforce by adding improved functionality and eliminating manual or redundant processes.

Objective 6: Identify payback ratio of implementing Enterprise Content Management (ECM) technology and create policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements. As part of the 2014 budget, develop measures for identifying records management outcomes focusing on end user cost reductions associated with improved document accessibility, life cycle management and decreased long term paper storage and retrieval costs. (Records Management and Information Technology)

Key Outcome Indicator: Savings to departments is greater than records consulting and management costs.

Objective 7: As part of records retention audit and implementation of ECM solutions, identify existing long term storage and frequently recalled records, for conversion to ECM.

Key Outcome Indicator: Identify back file conversion projects where savings exceed costs of records management storage fees over the life of the record.

Objective 8: Implement a Voice Over Internet Protocol (VOIP) telecommunication system replacing the existing Centrex System improving phone system functionality and reducing operating costs.

Key Outcome Indicator: Select VOIP vendor, implement VOIP pilot and install VOIP solution for the new Health and Human Services Center by 3rd quarter 2013.

Objective 9: Develop a Collections Business plan to focus on the long term stability of collection fees, improvements to operating efficiency and decreased use of Collections fund balance.

Key Outcome Indicator: Completion of Collections business plan by 3rd quarter 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**10.80**	**10.82**	**10.82**	**10.82**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$634,184**	**$647,229**	**$647,229**	**$650,116**	**$2,887**
Total Revenues	**$634,184**	**$647,229**	**$647,229**	**$650,116**	**$2,887**
Personnel Costs	$610,102	$577,731	$574,729	$584,469	$6,738
Operating Expenses	$17,538	$35,711	$28,150	$31,950	($3,761)
Interdept. Charges	$30,122	$33,787	$31,082	$33,697	($90)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$657,762**	**$647,229**	**$633,961**	**$650,116**	**$2,887**

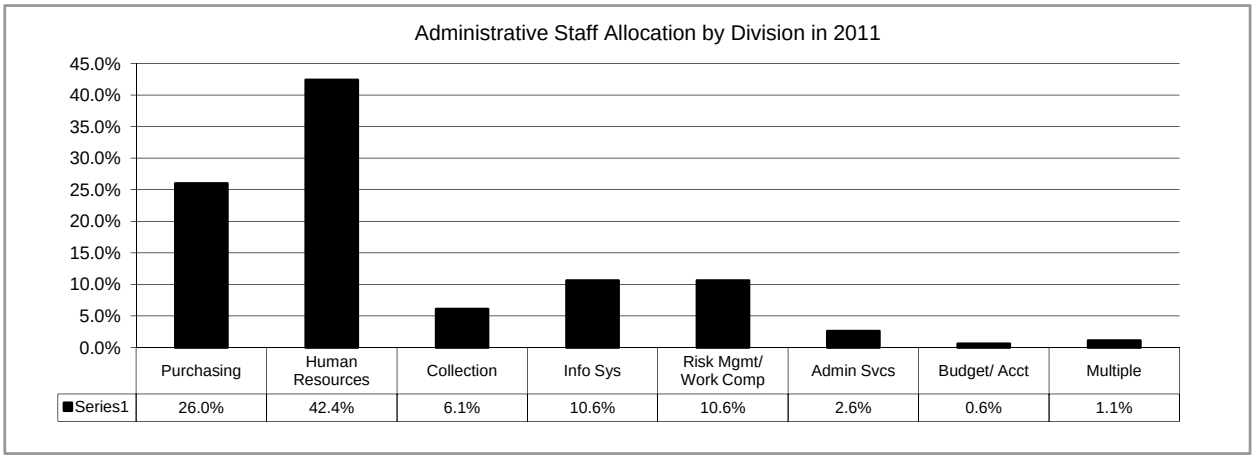
Rev. Over (Under) Exp.	($23,578)	$0	$13,268	$0	$0

Program Highlights

County tax levy funding increases by approximately $2,900 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately $6,700 mainly due to cost to continue existing staff, partially offset by a decrease in health and dental insurance for changes in plan selection. Operating expenses decrease approximately $3,800 mainly due to decreases in office supplies and third party contracted (clerical) temporary help.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**
General Government	$635,563	$593,611	$593,611	$625,878	$32,267
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$535,805	$590,106	$590,106	$602,602	$12,496
Other Revenue	$108,683	$111,112	$111,112	$115,239	$4,127
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**($738,279)**	**($707,839)**	**($707,839)**	**($758,827)**	**($50,988)**
Total Revenues	**$541,773**	**$586,990**	**$586,990**	**$584,892**	**($2,098)**
Personnel Costs	$567,588	$569,400	$549,710	$568,267	($1,133)
Operating Expenses	$5,994	$5,554	$5,517	$5,892	$338
Interdept. Charges	$9,730	$12,036	$12,036	$10,733	($1,303)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$583,312**	**$586,990**	**$567,263**	**$584,892**	**($2,098)**
Rev. Over (Under) Exp.	($41,539)	$0	$19,727	$0	$0

Program Highlights

General Government revenues increase approximately $32,300 mainly due to a higher percentage of indirect cost charges budgeted in 2013, partially offset by a decrease in indirect cost recovery revenue from Child Support by $20,600. Interdepartmental revenues increase approximately $12,500 due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund Budget. Other revenue increases $4,100 due to an increase from the Workforce Development Center to fund the Center Coordinator position commensurate with expected salary and benefit changes.

County tax levy funding decreases by approximately $51,000 mainly due to increased revenues budgeted as described above.

Personnel costs decrease by approximately $1,100 mainly due to turnover and lower health and dental insurance for changes in plan selection, partially offset by cost to continue existing staff. Interdepartmental charges decrease approximately $1,300 mainly due to decreased End User Technology Fund (EUTF) charges.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**3.01**	**3.01**	**3.01**	**3.01**	**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	$3,857	$0	$17,987	$0	$0
County Tax Levy	**$353,579**	**$360,111**	**$360,111**	**$374,517**	**$14,406**
Total Revenues	**$357,436**	**$360,111**	**$378,098**	**$374,517**	**$14,406**
Personnel Costs	$240,208	$241,206	$238,256	$246,482	$5,276
Operating Expenses	$83,463	$109,731	$109,651	$118,707	$8,976
Interdept. Charges	$7,634	$9,174	$9,174	$9,328	$154
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$331,305**	**$360,111**	**$357,081**	**$374,517**	**$14,406**
Rev. Over (Under) Exp.	$26,132	$0	$21,017	$0	$0

Program Highlights

County tax levy funding increases by approximately $14,400 mainly due to increased expenditures budgeted as described below.

Personnel costs increase by approximately $5,300 due to cost to continue existing staff. Operating expenses increase approximately $9,000 mainly due to increased costs associated with the Ceridian system including payroll processing and maintenance.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Paychecks Processed	43,373	44,000	44,000	44,000	0
Payroll Exception Checks	38	30	30	30	0
W2s Processed	2,059	2,000	2,000	2,000	0

Accounting Services/Accounts Payable

Program Description

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.01**	**6.01**	**6.01**	**6.01**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$282	$0	$0	($282)
Interdepartmental	$58,069	$57,109	$57,109	$58,294	$1,185
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$13,155	$0	$0
County Tax Levy	**$631,358**	**$633,470**	**$633,470**	**$635,288**	**$1,818**
Total Revenues	**$689,427**	**$690,861**	**$703,734**	**$693,582**	**$2,721**
Personnel Costs	$546,935	$549,249	$546,564	$562,063	$12,814
Operating Expenses	$95,583	$124,169	$123,493	$113,937	($10,232)
Interdept. Charges	$15,467	$17,443	$17,443	$17,582	$139
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$657,985**	**$690,861**	**$687,500**	**$693,582**	**$2,721**
Rev. Over (Under) Exp.	$31,442	$0	$16,234	$0	$0

Program Highlights

Interdepartmental revenue for investment management services provided to the County Treasurer's Office is increased by nearly $1,200 to $58,294. County tax levy funding increases by approximately $1,800 mainly due to increased expenditures budgeted as described below.

Personnel costs increase by approximately $12,800 due to cost to continue existing staff. Operating expenses decrease approximately $10,200 mainly due to decreased audit costs by $8,300 reflecting the new contract and decreased software maintenance by $1,700.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Budget Entries Prepared	1,154	1,200	1,200	1,200	0
Journal Entries Audited	2,714	2,700	2,700	2,700	0
Requisition Lines Audited	1,219	1,400	1,414	1,450	50
Invoice Lines (Direct Buys) Audited	48,815	50,000	43,720	45,000	(5,000)
Procard Lines Entered/Audited	10,625	10,000	12,000	13,500	3,500

Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the County that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.02**	**5.05**	**5.05**	**5.00**	**(0.05)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$160,630	$165,239	$160,579	$161,657	($3,582)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$296,806**	**$219,202**	**$219,202**	**$223,141**	**$3,939**
Total Revenues	**$457,436**	**$384,441**	**$379,781**	**$384,798**	**$357**
Personnel Costs	$290,791	$339,934	$327,725	$339,690	($244)
Operating Expenses	$19,116	$33,995	$30,995	$34,172	$177
Interdept. Charges	$21,610	$10,512	$10,477	$10,936	$424
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$331,518**	**$384,441**	**$369,197**	**$384,798**	**$357**
Rev. Over (Under) Exp.	$125,918	$0	$10,584	$0	$0

Program Highlights

Charges for services revenue decreases approximately $3,600 mainly due to decreased assessment revenue.

County tax levy funding increases by approximately $3,900 mainly due to decreased revenues budgeted as described above.

Personnel costs decrease mainly due to eliminating overtime of $2,528, partially offset by cost to continue existing staff.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	97,838	102,000	99,000	100,000	(2,000)
Number of tax listings updated by Tax Listing staff (a)	993,068	700,000	700,000	750,000	50,000
Number of Property Transfers Processed	6,332	8,400	7,000	7,500	(900)
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	103,618	104,000	104,000	104,000	0
# Notice of Assessment Customers	7	7	7	7	0
# Notice of Assessments	1,600	1,600	1,600	1,600	0
# Online Payments	4,178	4,400	4,400	4,400	0
$ Online Payments	$14,197,813	$14,700,000	$14,700,000	$14,700,000	0
# Municipalities participating with County's online payment program	2	4	3	3	(1)

(a) Reflects clean-up work on new system and change in counting method: Our old system counted any changes made to a given key number within 8 hours as one change; the new system counts each change individually.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.56**	**5.80**	**5.80**	**5.64**	**(0.16)**
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	$15,000	$0	$0
County Tax Levy	**$608,172**	**$606,491**	**$606,491**	**$616,180**	**$9,689**
Total Revenues	**$608,172**	**$606,491**	**$621,491**	**$616,180**	**$9,689**
Personnel Costs	$548,563	$563,943	$561,715	$572,951	$9,008
Operating Expenses	$5,960	$27,050	$23,025	$27,380	$330
Interdept. Charges	$12,674	$15,498	$15,495	$15,849	$351
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$567,197**	**$606,491**	**$600,235**	**$616,180**	**$9,689**

Rev. Over (Under) Exp.	$40,975	$0	$21,256	$0	$0

Program Highlights

County tax levy funding increases by approximately $9,700 mainly due to increased expenditures budgeted as described below.

Net personnel costs increase by approximately $9,000 mainly due to cost to continue existing staff, partially offset by decreased temporary extra help of $3,400 or 0.16 FTE due to implementation of the new financial (budget module) system in 2012 not repeated in 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,687	$1,800	$550	$800	($1,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$28,682	$31,250	$31,000	$36,250	$5,000
Appr. Fund Balance (a)	$1,500	$7,600	$7,600	$2,000	($5,600)
County Tax Levy	**$1,021,554**	**$1,016,528**	**$1,016,528**	**$1,071,871**	**$55,343**
Total Revenues	**$1,053,423**	**$1,057,178**	**$1,055,678**	**$1,110,921**	**$53,743**
Personnel Costs	$784,717	$792,045	$780,273	$816,794	$24,749
Operating Expenses	$169,886	$213,032	$210,213	$240,709	$27,677
Interdept. Charges	$44,073	$52,101	$52,092	$53,418	$1,317
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$998,676**	**$1,057,178**	**$1,042,578**	**$1,110,921**	**$53,743**
Rev. Over (Under) Exp.	$54,746	$0	$13,100	$0	$0

(a) 2011 represents Wellness fundraising activities. 2012 represents prior year cafeteria/vending revenues. 2012 represents Wellness fundraising activities.

Program Highlights

Charges for services revenue decreases $1,000 due to a decrease in training opportunities with other County governments. Other Revenues increase by $5,000 due to increased revenues from cafeteria/ vending. Fund balance of $2,000 is from prior year wellness fund raising revenues for exercise equipment.

County tax levy funding increases by approximately $55,300 mainly due to a increase in expenditures budgeted as described below.

Personnel costs increase by approximately $24,700 due to cost to continue existing staff and an increase in health and dental insurance by $11,800 for changes in plan selection. Operating expenses increase $27,700 mainly due to $25,000 in consulting services to review and make recommendations on the modification to the County administrative support classifications (mostly clerical). Interdepartmental charges increase approximately $1,300 due to increased End User Technology Fund (EUTF) charges and copier replacement charges.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	152	175	125	150	(25)
# of Regular Full-Time Employees Hired	75	80	80	80	0
Promotions/Demotions/Transfers	63	75	75	75	0
Peak # of Employees on Payroll	1,785	1,800	1,726	1,750	(50)
# of Employee/Family Medical Leaves	231	250	250	250	0

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 land and buildings).

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$332	$125	$125	$150	$25
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$48,013	$30,000	$45,000	$45,000	$15,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$360,408**	**$356,238**	**$356,238**	**$349,144**	**($7,094)**
Total Revenues	**$408,752**	**$386,363**	**$401,363**	**$394,294**	**$7,931**
Personnel Costs	$321,170	$326,312	$325,300	$337,533	$11,221
Operating Expenses	$6,006	$35,125	$20,850	$31,920	($3,205)
Interdept. Charges	$18,883	$24,926	$22,626	$24,841	($85)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$346,060**	**$386,363**	**$368,776**	**$394,294**	**$7,931**
Rev. Over (Under) Exp.	$62,692	$0	$32,587	$0	$0

Program Highlights

Other Revenues increase by $15,000 due to increased procurement card rebates.

County tax levy funding decreases by approximately $7,100 mainly due to increased revenues budgeted as described above.

Personnel costs increase by approximately $11,200 due to cost to continue existing staff. Operating expenses decrease approximately $3,200 mainly due to decreased advertising/legal notices and office equipment maintenance.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Requisitions Processed	372	420	420	420	0
Purchase Orders Issued	519	575	550	550	(25)
Bids/Proposals Issued	115	125	120	120	(5)
Procard Transactions	$4,570,702	$6,000,000	$8,000,000	$8,000,000	$2,000,000

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$152,446	$127,000	$127,000	$150,000	$23,000	18.1%
Interdepartmental (a)	$4,926,104	$5,385,420	$5,363,162	$5,591,657	$206,237	3.8%
Other Revenue	$39,615	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$1,076,497	$816,671	$946,358	$624,773	($191,898)	-23.5%
County Tax Levy (c)	**$1,961,482**	**$1,631,424**	**$1,631,424**	**$1,621,424**	**($10,000)**	**-0.6%**
Total Revenue Sources	**$8,156,145**	**$7,960,515**	**$8,067,944**	**$7,987,854**	**$27,339**	**0.3%**
Expenditures						
Personnel Costs (c)	$3,982,039	$4,101,206	$3,994,923	$4,193,137	$91,931	2.2%
Operating Expenses (c)	$2,798,707	$3,467,557	$3,449,679	$3,448,501	($19,056)	-0.5%
Interdept. Charges (c)	$286,542	$344,540	$343,540	$346,216	$1,676	0.5%
Fixed Assets (Memo) (d)	$477,455	$482,691	$472,913	$479,675	($3,016)	-0.6%
Total Expenditures (d)	**$7,067,288**	**$7,913,303**	**$7,788,142**	**$7,987,854**	**$74,551**	**0.9%**
Operating Inc./(Loss) (d)(e)	$1,088,856	$47,212	$279,802	$0	($47,212)	-100.0%
Position Summary (FTE)						
Regular Positions (c)	37.45	37.45	37.45	37.45	0.00	
Extra Help	5.39	6.22	6.22	7.13	0.91	
Overtime	0.06	0.06	0.06	0.06	0.00	
Total FTEs	42.90	43.73	43.73	44.64	0.91	

(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) 2011 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $738,464 and General Fund Balance of $150,000. 2012 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $816,671. 2013 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $624,773.

(c) For the 2013 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) – General Fund to the DOA – End User Technology Fund. History has been restated for comparability purposes.

(d) Total expenditures and net operating income exclude Fixed Assets to conform to financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues and General Fund Balance.

(e) 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 2013

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

Objective: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent ID Login Costs	50%	51%	51%	54%
Percent Server & Software Costs	43%	42%	42%	41%
Percent Connected Device Cost	7%	7%	7%	5%

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, information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are 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.

This program also includes Records Management staff that conducts business analysis and collaboratively works with departments to improve information access and reduce operating costs though the implementation of Enterprise Content Management (ECM) solutions. Records Management staff also create, analyze and update retention schedules, obtain approval of schedules, audit schedules and maintain records within the County's ECM system and physical records center; managing retrieval, records destruction, and maintaining retention in accordance with the County's records retention ordinance.

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.)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
	25.73	**25.73**	**25.73**	**27.63**	**1.90**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$60,200	$52,000	$52,000	$75,000	$23,000
Interdepartmental (a)	$4,182,556	$4,640,270	$4,640,270	$4,781,409	$141,139
Other Revenue	$39,343	$0	$0	$0	$0
Appr. Fund Balance (b)	$979,612	$662,779	$792,466	$594,773	($68,006)
County Tax Levy (d)	**$379,872**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,641,582**	**$5,355,049**	**$5,484,736**	**$5,451,182**	**$96,133**
Personnel Costs	$2,453,371	$2,538,070	$2,469,251	$2,718,239	$180,169
Operating Expenses	$2,222,923	$2,809,999	$2,809,999	$2,725,947	($84,052)
Interdept. Charges	$4,139	$6,980	$6,980	$6,996	$16
Fixed Assets (Memo) (c)	$387,566	$405,000	$405,000	$375,000	($30,000)
Total Expenditures (c)	**$4,680,432**	**$5,355,049**	**$5,286,230**	**$5,451,182**	**$96,133**
Rev. Over (Under) Exp. (c)	$961,150	$0	$198,506	$0	$0

(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) 2011 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $696,779 and General Fund Balance of $150,000. 2012 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $662,779. 2013 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $594,773.

(c) 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.

(d) Tax levy shifted to departments after 2011 to ease department budgets in phasing in full cost recovery charges for departmental users.

Program Highlights

Charges for Services reflect annual rental for title company PCs and other miscellaneous revenues. Interdepartmental Revenues increase $141,139 as the Department continues to phase in full cost recovery. End User Technology Fund balance decreases $68,006.

Net personnel costs increase $180,169 mostly due to the transfer of $139,871 or 1.90 FTE Records Management Analysts shifted in from the Records Management program. These Analyst positions are transferred reflecting the transition from centralized imaging services to enterprise content management (ECM) systems development. These positions will focus on assisting departments in the implementation of ECM solutions that improve document accessibility, life cycle management and decrease long term paper storage and retrieval costs.

Operating expenses decrease $84,052 mostly due to decreased contracted services and depreciation expense, partially offset by increased software maintenance.

Activity

The plan is scheduled to replace 252 PC's (including laptops), 50 flat panels and 45 peripherals (printers, scanners, etc.) in 2013. The plan currently supports 1,474 personal workstations and laptop computers.

Year	2006	2007	2008	2009	2010	2011	2012	2013	Units Purchased Incr./(Decr.)
PC	323	317	186	205	316	310	279	252	(27)
Flat panels	N/A	336	164	300	300	50	50	50	0
Peripherals	25	15	35	30	50	50	45	45	0

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. This program is being shifted from the Department of Administration-General Fund to the End User Internal Service Fund, but the restated costs are not being allocated out to departments.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
	10.85	**10.85**	**10.85**	**10.85**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,561,610**	**$1,611,424**	**$1,611,424**	**$1,621,424**	**$10,000**
Total Revenues	**$1,561,610**	**$1,611,424**	**$1,611,424**	**$1,621,424**	**$10,000**
Personnel Costs	$1,196,426	$1,223,073	$1,200,423	$1,238,499	$15,426
Operating Expenses	$66,756	$145,555	$132,205	$139,405	($6,150)
Interdept. Charges	$200,741	$242,796	$241,796	$243,520	$724
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,463,922**	**$1,611,424**	**$1,574,424**	**$1,621,424**	**$10,000**
Rev. Over (Under) Exp.	$97,688	$0	$37,000	$0	$0

Program Highlights

County tax levy funding increases by $10,000 due to increased expenditures budgeted as described below.

Personnel costs increase by approximately $15,400 mainly due to cost to continue existing staff. Operating expenses decrease $6,150 mainly due to reductions in computer supplies/equipment.

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, 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
	6.02	**6.85**	**6.85**	**5.86**	**(0.99)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$92,246	$75,000	$75,000	$75,000	$0
Interdepartmental	$232,042	$209,473	$197,215	$279,889	$70,416
Other Revenue	$273	$0	$0	$0	$0
Appr. Fund Balance	$96,885	$153,892	$153,892	$30,000	($123,892)
County Tax Levy	**$20,000**	**$20,000**	**$20,000**	**$0**	**($20,000)**
Total Revenues	**$441,446**	**$458,365**	**$446,107**	**$384,889**	**($73,476)**
Personnel Costs	$314,826	$322,851	$308,164	$218,785	($104,066)
Operating Expenses	$59,943	$57,613	$55,857	$86,954	$29,341
Interdept. Charges	$68,518	$77,901	$77,901	$79,150	$1,249
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$443,287**	**$458,365**	**$441,922**	**$384,889**	**($73,476)**
Rev. Over (Under) Exp.	($1,841)	$0	$4,185	$0	$0

Program Highlights

Interdepartmental charges increase $70,416 reflecting increased activity to provide imaging services related to conversion of microfilm to redacted digital images available for public access and continued development of back file conversion projects related to Countywide Enterprise Content Management System. Fund Balance of $30,000 is budgeted to provide for back file conversion projects where savings exceed costs of records management storage fees over the life of the record.

Personnel costs decrease $104,066 mainly due to the transfer of $139,871 or 1.90 FTE Records Management Analysts to the End User Technology program, partially offset by the addition of 0.91 FTE extra help or $30,000 to provide increased services to convert paper files to the County's Enterprise Content Management system and to convert Register of Deeds microfilm images to electronic images available for public access. Operating Expenses increase $29,341 mainly due to third party temporary help to be utilized to assist imaging services on back file conversion projects and to prepare for Electronic Content Management (ECM) project implementation. Interdepartmental charges increase due to increased End User Technology Fund (EUTF) 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
	0.30	**0.30**	**0.30**	**0.30**	**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 (a)	$511,506	$535,677	$525,677	$530,359	($5,318)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$511,506**	**$535,677**	**$525,677**	**$530,359**	**($5,318)**
Personnel Costs	$17,417	$17,212	$17,085	$17,614	$402
Operating Expenses	$449,085	$454,390	$451,618	$496,195	$41,805
Interdept. Charges	$13,145	$16,863	$16,863	$16,550	($313)
Fixed Assets (b)	$89,889	$77,691	$67,913	$104,675	$26,984
Total Expenditures (b)	**$479,647**	**$488,465**	**$485,566**	**$530,359**	**$41,894**
Rev. Over (Under) Exp. (b)(c)	$31,859	$47,212	$40,111	$0	($47,212)

(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 decrease about $5,300 mostly due to a $10,000 postage expense decrease reflecting lower recent years actual expenses and an estimated 4,500 reduction in budgeted mail pieces processed, partially offset by an increase in copier replacement charges of nearly $3,900.

Personnel costs increase $402 reflecting cost to continue existing 0.30 FTE positions allocated to this program. Operating costs increase $41,805 mostly reflecting the purchase a larger number of copiers in 2013 that are not classified as fixed assets (i.e, <$5,000). Fixed asset reflects the purchase of copier machines.

Activity – Copier Replacement

Copier Purchases	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total Number of Units in Plan	78	78	78	78	0
Units Purchased Annually	20	14	13	31	17

Activity – Records Management

Output Indicators	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Storage Boxes Received (a)	958	1,000	550	550	(450)
Storage Boxes Destroyed (a)	1,033	950	1,091	1,000	50
Boxes/Journals Offsite	12,911	13,036	12,370	11,920	(1,116)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Microfilm Reels Created (b)	262	260	100	100	(160)
Images Converted (Microfilmed & Digitized) (c)	708,111	661,184	708,500	705,000	43,816
CD's Produced (c)	1,173	1,150	1,150	1,150	0

(b) In 2012 the new company that converts images to film is putting more than one day on a reel of film which will reduce the number of reels produced.
(c) Directly related to the real estate market.

Activity – Mail Services

Output Indicators	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Incoming Mail (Bins)	1,536	1,600	1,600	1,600	0
Outgoing Mail (Pieces)	691,503	700,000	695,500	695,500	(4,500)
Outgoing UPS (Pieces)	302	300	300	300	0

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, and transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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 (a)	$1,465,673	$1,628,500	$1,628,500	$1,796,100	$167,600	10.3%
Other Revenue (b)	$362,359	$552,000	$552,000	$526,200	($25,800)	-4.7%
Appr. Fund Balance (c)	$556,295	$368,254	$456,971	$243,154	($125,100)	-34.0%
County Tax Levy	$0	$0	$0	$0	**$0**	N/A
Total Revenue Sources (a)(b)(c)	**$2,384,327**	**$2,548,754**	**$2,637,471**	**$2,565,454**	**$16,700**	0.7%
Expenditures						N/A
Personnel Costs	$291,417	$294,049	$293,734	$300,045	$5,996	2.0%
Operating Expenses	$2,190,491	$2,187,496	$2,211,636	$2,197,797	$10,301	0.5%
Interdept. Charges	$61,269	$67,209	$67,209	$67,612	$403	0.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,543,177**	**$2,548,754**	**$2,572,579**	**$2,565,454**	**$16,700**	0.7%
Rev. Over (Under) Exp.	($158,850)	$0	$64,892	$0	$0	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 FTEs	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, Wisconsin Municipal Mutual Insurance company dividends and subrogation recoveries on claims which are 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:

	2011 Budget	2012 Budget	2013 Budget
Source			
General Fund Balance	$528,522	$368,254	$243,154
Use			
General/Auto/Other Liability	$189,557	$145,668	$122,998
Worker's Compensation	$338,962	$222,586	$120,156

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Workers' Compensation Experience Modification Factor	1.08	At or below 1.00	1.05	At or below 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).

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**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 (a)	$730,867	$766,400	$766,400	$804,700	$38,300
Other Revenue (b)	$333,518	$480,000	$480,000	$477,000	($3,000)
Appr. Fund Balance	$212,870	$145,668	$229,925	$122,998	($22,670)
County Tax Levy	$0	$0	$0	$0	**$0**
Total Revenues (a)(b)	**$1,277,255**	**$1,392,068**	**$1,476,325**	**$1,404,698**	**$12,630**
Personnel Costs	$178,983	$180,370	$180,078	$182,574	$2,204
Operating Expenses	$1,034,320	$1,145,529	$1,178,241	$1,155,612	$10,083
Interdept. Charges	$60,275	$66,169	$66,169	$66,512	$343
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,273,578**	**$1,392,068**	**$1,424,488**	**$1,404,698**	**$12,630**
Rev. Over (Under) Exp.	$3,676	$0	$51,837	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Mutual Insurance Compay (WMMIC), and insurance reimbursements.

General/Auto Liability & Other Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 5% or $38,300 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $122,998 of General Fund balance. The goal is to continue to reduce reliance on General Fund Balance as department charges are modified to better reflect program cost. Other Revenue includes investment income which stabilized.

Personnel costs increased 1% or $2,204 based on budget projections. Operating expenses increased approximately 1% or $10,083 primarily due to projected increase in self-insured claims costs. Interdepartmental charges stabilized.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**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 (a)	$734,806	$862,100	$862,100	$991,400	$129,300
Other Revenue	$28,842	$72,000	$72,000	$49,200	($22,800)
Appr. Fund Balance	$343,425	$222,586	$227,046	$120,156	($102,430)
County Tax Levy	$0	$0	$0	$0	**$0**
Total Revenues (a)	**$1,107,072**	**$1,156,686**	**$1,161,146**	**$1,160,756**	**$4,070**
Personnel Costs	$112,434	$113,679	$113,656	$117,471	$3,792
Operating Expenses	$1,156,170	$1,041,967	$1,033,395	$1,042,185	$218
Interdept. Charges	$994	$1,040	$1,040	$1,100	$60
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,269,599**	**$1,156,686**	**$1,148,091**	**$1,160,756**	**$4,070**
Rev. Over (Under) Exp.	($162,526)	$0	$13,055	$0	$0

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

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 15% or $129,300 to better reflect historical claims payout patterns and to reduce fund balance subsidy. The department charges were held at this increase with the assistance of $120,156 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 incudes investment income and claims subrogation which decreased approximately 32 % or 22,800 to better reflect current financial climate.

Personnel costs decrease 3% or $3,792 based on budget projections. Operating expenses and interdepartmental expenses stable.

Worker's Compensation (cont.)

Activity – Risk Management Fund Overall

Output Indicators:	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate
Safety Inspections/Surveys	12	25	30	33	25
Safety Meetings	11	14	23	37	40
Training In-services	13	23	22	26	25
Beat Articles/Flyers	4	4	3	5	10
Contracts & Ins Certificates Reviewed	430	593	586	595	577
Efficiency Indicators:					
Total Purchased Insurance Premium	$605,350	$626,678	$622,547	$628,664	$626,228
Cost of Insurance Per $1,000 of County Expenditures*	$2.80	$2.91	$2.84	$2.80	$2.70
Total Risk Mgmt Expenditures	$2,201,508	$2,275,753	$2,435,583	$2,543,177	$2,572,579
Cost of Risk Per $1,000 of County Expenditures*	$10.18	$10.56	$11.11	$11.31	$11.10

*excludes capital projects & debt service
Note: Output indicators low in 2008 given professional staff turnover.

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate
# of Property/Auto Physical Claims	44	45	57	52	59
Paid & Reserve Net of Subrogation	$172,806	$151,581	$203,751	$131,393	NA
Average Cost Per Claim	$3,927	$3,368	$3,575	$2,527	NA
Subrogation Collections	$38,513	$7,677	$10,247	$49,519	NA
# of General/Auto Liability Claims	67	45	43	53	52
Paid & Reserve	$462,094	$187,294	$106,365	$161,871	NA
Average Cost Per Claim	$6,897	$4,162	$2,474	$3,054	NA

Note: Accident year claims data valued as of 3/31/12.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate
# of Worker's Compensation Claims	121	116	112	110	112
Paid & Reserve Net of Subrogation	$1,289,269	$1,134,303	$870,462	$784,168	NA
Average Cost Per Claim	$10,655	$9,778	$7,772	$7,129	NA

Note: Accident year claims data valued as of 03/31/12
$ 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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	$786,398	$757,842	$764,054	$781,783	$23,941	3.2%
Other Revenue	$5,266	$5,230	$5,230	$4,940	($290)	-5.5%
Appr. Fund Balance (a) (b)	$34,399	$32,462	$32,462	$9,087	($23,375)	-72.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$826,063**	**$795,534**	**$801,746**	**$795,810**	**$276**	**0.0%**
Expenditures						N/A
Personnel Costs	$204,413	$207,444	$198,384	$205,541	($1,903)	-0.9%
Operating Expenses	$558,097	$559,113	$541,202	$562,209	$3,096	0.6%
Interdept. Charges	$28,094	$28,977	$28,977	$28,060	($917)	-3.2%
Fixed Assets (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$790,604**	**$795,534**	**$768,563**	**$795,810**	**$276**	**0.0%**
Operating Inc./(Loss) (b)	$35,460	$0	$33,183	$0	$0	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	0.02	0.02	0.02	0.02	0.00	
Total FTEs	2.37	2.37	2.37	2.37	0.00	

(a) Communications includes a Communications Fund Balance appropriation of $25,312 in 2011 and $23,375 in 2012 to stabilize charges to departments. In 2011, 2012 and 2013 there is a Communications Fund Balance appropriation of $9,087 for depreciation of the voice mail system.

(b) The 2011 net operating income differs from the amount shown in the Comprehensive Annual Financial Report (CAFR) because the CAFR does not recognize Appropriated Fund Balance of $34,399 as a current-year revenue source.

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

Program Highlights

Interdepartmental revenues increase $23,900 mostly due to increased phone charges for land lines, reflecting an increase in number of lines. Rates charged to departments in 2013 remains the same as the rates charged in 2012. Communications Fund Balance decreases by $23,375.

Personnel costs decrease by approximately $1,900 mostly due to a decrease in health insurance for changes in plan selection, partially offset by cost to continue existing staff. Operating expenses increase by approximately $3,100 mostly due to an increase in land line phone service costs.

Major Departmental Strategic Outcomes and Objectives for 2013

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.

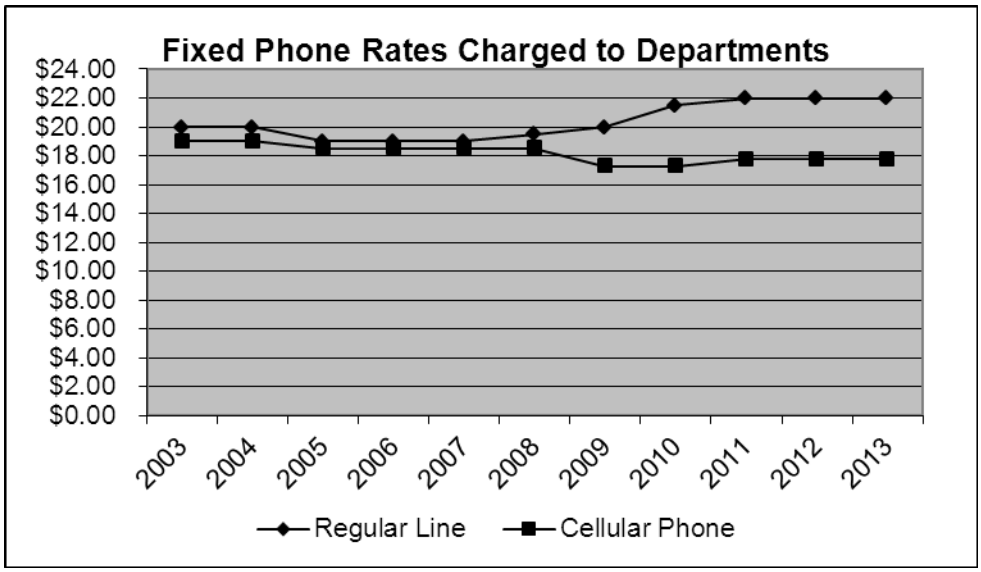
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2011 Actual	2012 Budget	2012 Estimate	2013 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:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
Average time to clear issue: Standard Repair – 6 hours	98%	90%	95%	90%
Announced Move – 14 days	100%	95%	97%	95%

Current Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '12	Estimated Operating Impact	A = Annual T = One-Time
200820	VOIP and Infrastructure Upgrades	2014	$1,175,500	20%	($50,000)	A

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

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of Regular Telephone Lines	1,769	1,754	1,776	1,776	22
# of Business Set Lines	193	190	192	192	2
# of Non-Centrex Telephone Lines	136	134	136	136	2
# of Cellular Phones	273	270	277	277	7

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (b)	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$163,500	$320,200	$164,000	$180,500	($139,700)	-43.6%
Interdepartmental	$449,196	$419,564	$450,000	$462,000	$42,436	10.1%
Other Revenue	$124,043	$104,175	$104,200	$113,525	$9,350	9.0%
Appr. Fund Balance (a) (b)	$140,621	$194,441	$194,441	$200,000	$5,559	2.9%
County Tax Levy	**($120,000)**	**($120,000)**	**($120,000)**	**($120,000)**	**$0**	**0.0%**
Total Revenue Sources	**$757,360**	**$918,380**	**$792,641**	**$836,025**	**($82,355)**	**-9.0%**
Expenditures						N/A
Personnel Costs	$516,200	$673,821	$556,051	$622,487	($51,334)	-7.6%
Operating Expenses (a) (b)	$124,814	$174,142	$165,673	$121,858	($52,284)	-30.0%
Interdept. Charges (b)	$188,688	$190,417	$190,917	$211,680	$21,263	11.2%
Fixed Assets (b)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$829,702**	**$1,038,380**	**$912,641**	**$956,025**	**($82,355)**	**-7.9%**
Operating Inc./(Loss)	($72,342)	($120,000)	($120,000)	($120,000)	$0	0.0%
Position Summary (FTE)						
Regular Positions	5.75	5.75	5.75	5.75	0.00	
Extra Help	2.13	5.15	5.15	3.35	(1.80)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	7.88	10.90	10.90	9.10	(1.80)	

(a) The 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 2012 Budget $13,120 is for depreciation expense and $181,321 to maintain Collections internal cost to departments for total of $194,441. A Collections Fund Balance appropriation in 2013 of $13,000 is for depreciation expense and $187,000 to maintain Collections internal cost to departments for total of $200,000.

(b) The 2011 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 2013, the overall amount of this general tax levy reduction totals $1,180,000.

Current Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '12	Estimated Operating Impact	A = Annual T = One-Time
200710	Collection System Interface(s) (a)	2012	$46,592	100%	$9,400	A

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

Major Departmental Strategic Outcomes and Objectives for 2013

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: Achieve greater than 75% reduction in the amount of time staff spends on HHS referral processing measured post project implementation.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Reduced total staff time per referral	N/A	75%	75%*	75%*

*Following project completion, Return on Investment calculations will be refreshed with actual results.

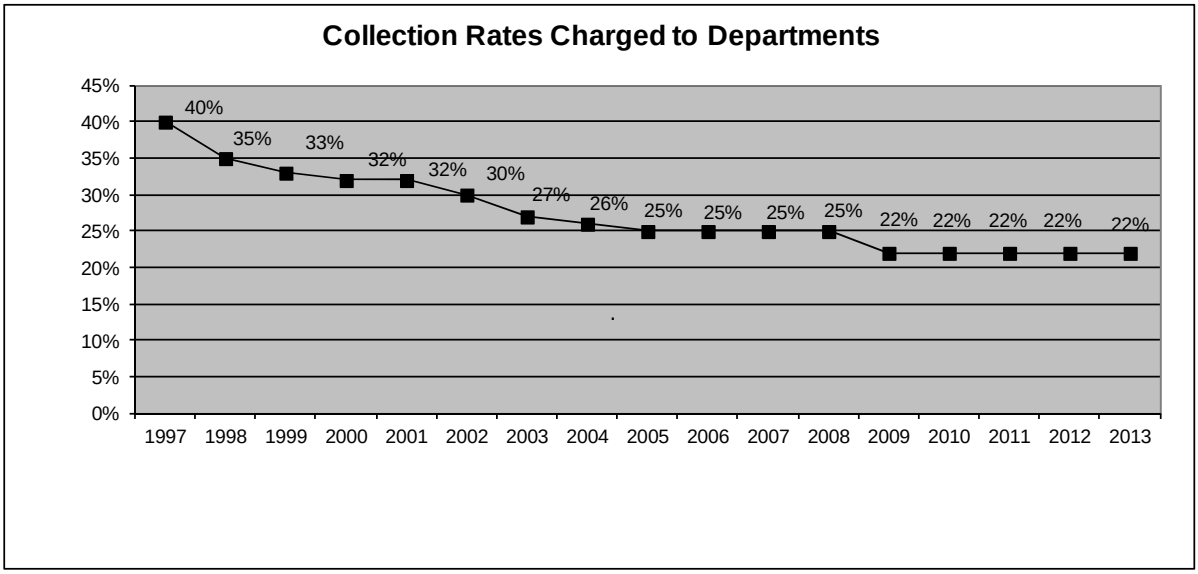
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Ratio – All Collected Funds*	3.54	3.14	3.06	3.06

Maintain a recovery % greater than collection agency industry average specific to governmental accounts. Ratio reduction mainly due to lower level of judgment (bail forfeiture and interest) backlog accounts from prior year success.

Waukesha County Recovery %**	29.6%	31.0%	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).



Program Highlights

Charges for Services revenues decrease $139,700 to reflect anticipated revenue. The 2012 budget anticipated a major new municipal client; this client did not pursue a contract with Waukesha County. Interdepartmental revenues increase $42,436 reflecting increase HHS collections. Other revenue increases $9,350 to reflect historical trends. A Collections Fund Balance Appropriation of $200,000 is for general depreciation expenses and to maintain a low internal collection fee for internal customers.

Personnel Costs decrease $51,334 due to a decrease of 1.8 FTE temporary extra help positions which were budgeted in 2012 anticipating increased business. Operating costs decrease $52,284 reflecting a decrease in contracted services and third party temporary collections services that were budgeted in 2012 anticipating an increase in business.

Interdepartmental charges increase $21,263 reflecting a $16,985 increase in End User Technology Fund reflecting the addition of the Clientview and Report Archiving server that allows Collection's clients to view activity and make online referrals.

Activity

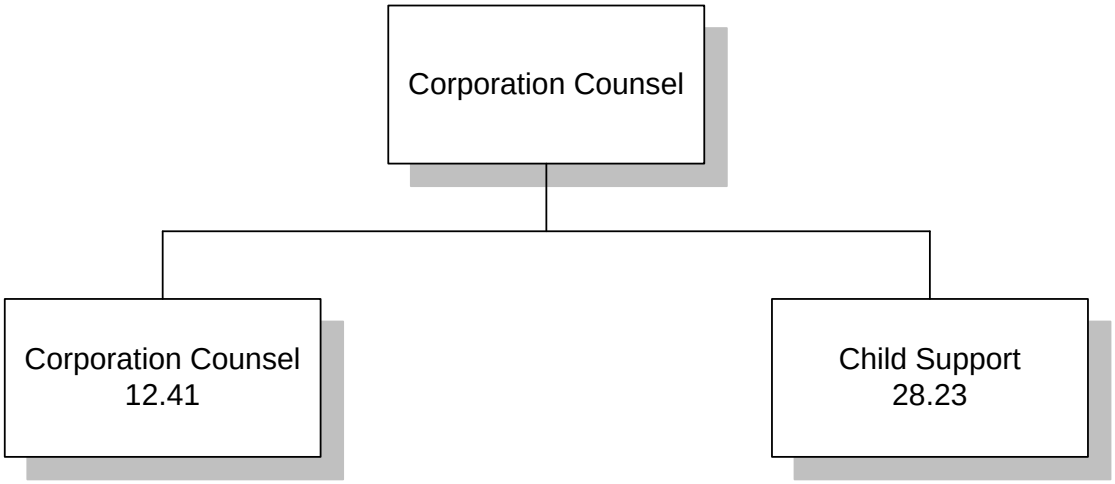
	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	$1,539,648	$1,229,475	$1,303,275	1,477,625	$248,150
$ Coll. & Shared with State	$806,942	$890,000	$845,001	$830,000	($60,000)
$ Coll. for Municipal Customers	$591,228	$1,142,500	$630,000	$645,714	($496,786)
Total $ Collected	**$2,937,818**	**$3,261,975**	**$2,778,276**	**$2,953,339**	**($308,636)**
Total $ Retained by County	$2,065,306	$1,944,125	$1,851,476	$2,027,675	$83,550
Accts Referred to Collection Div.	17,144	13,000	13,000	13,000	-
$ Referred to Collection Division *	$11,760,965	$8,500,000	$8,500,000	$8,500,000	-
# of External Intergovernmental Customers	38	35	38	38	3

*88.54% of the 2011 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties the Division is attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



40.64 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

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	2011 Actual	2012 Adopted Budget	2012 Estimate (g)	2013 Budget	Change From 2012 Adopted Budget $	%
Corporation Counsel						
Revenues (a)	$456,614	$452,100	$452,189	$459,390	$7,290	1.6%
County Tax Levy (b)	$1,006,016	$1,030,032	$1,030,032	$1,006,785	($23,247)	-2.3%
Expenditures (c)	$1,362,387	$1,482,132	$1,396,795	$1,466,175	($15,957)	-1.1%
Rev. Over (Under) Exp. (f)	$100,243	$0	$85,426	$0	-	N/A
Child Support						
Revenues (d) (e)	$2,210,895	$2,198,595	$2,230,666	$2,132,512	($66,083)	-3.0%
County Tax Levy (b)	$335,992	$338,869	$338,869	$365,462	$26,593	7.8%
Expenditures (f)	$2,479,092	$2,537,464	$2,385,947	$2,497,974	($39,490)	-1.6%
Rev. Over (Under) Exp.	$67,795	$0	$183,588	$0	-	N/A
Total						
Revenues (a) (d) (e)	$2,667,509	$2,650,695	$2,682,855	$2,591,902	($58,793)	-2.2%
County Tax Levy (b)	$1,342,008	$1,368,901	$1,368,901	$1,372,247	$3,346	0.2%
Expenditures (c) (f)	$3,841,479	$4,019,596	$3,782,742	$3,964,149	($55,447)	-1.4%
Rev. Over (Under) Exp. (g)	$168,038	-	$269,014	-	-	N/A
Position Summary (FTE)						
Regular Positions	39.00	39.00	39.00	38.00	(1.00)	
Extra Help	2.38	2.77	2.77	2.53	(0.24)	
Overtime	0.05	0.12	0.12	0.11	(0.01)	
Total	41.43	41.89	41.89	40.64	(1.25)	

(a) In 2013, Corporation Counsel Revenues increase $7,290 or 1.6% to $459,390, mainly from legal services providing to the Health and Human Services Department.

(b) County Tax Levy decreases $23,247 or 2.3% to $1,006,785 due to reduction in expenditures and shifting some base Tax Levy funding into Child Support budget.

(c) Corporation Counsel Expenditures decrease $15,957 or 1.1% to $1,466,175 mostly due to reduction of personnel costs.

(d) Child Support Revenues included General Fund Balance appropriations of $55,000 in 2011, $156,800 in 2012, and $50,000 in 2013.

(e) Child Support's performance funding is not expected to be matched by the Federal funding in 2013. However, the State of Wisconsin allocated State General Purpose Revenue (GPR) to address part of the revenue gap created by the 2005 Deficit Reduction Act. Child Support budgeted $154,798 of State General Purpose Revenue (GPR).

(f) Child Support Expenditures decrease $39,490 or 1.6% to $2,497,974. It included un-funding of 1 FTE child support specialist position (a sunset clause position) due to funding reduction, and a reduction of .24 FTE temporary extra help, and .01 FTE overtime costs.

(g) Fiscal year 2012 budget 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)	$92	$300	$200	$300	$0	0.0%
Interdepartmental (b)	$456,319	$451,800	$451,800	$459,090	$7,290	1.6%
Other Revenue	$202	$0	$189	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (c)	$1,006,016	$1,030,032	$1,030,032	$1,006,785	**($23,247)**	-2.3%
Total Revenue Sources	**$1,462,630**	**$1,482,132**	**$1,482,221**	**$1,466,175**	**($15,957)**	-1.1%
Expenditures						N/A
Personnel Costs	$1,161,634	$1,181,316	$1,150,256	$1,164,272	($17,044)	-1.4%
Operating Expenses (a) (b)	$148,106	$228,278	$175,756	$228,278	$0	0.0%
Interdept. Charges (b)	$52,647	$72,538	$70,783	$73,625	$1,087	1.5%
Fixed Assets (b)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,362,387**	**$1,482,132**	**$1,396,795**	**$1,466,175**	**($15,957)**	**-1.1%**
Rev. Over (Under) Exp.	$100,243	$0	$85,426	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	11.40	11.40	11.40	11.40	0.00	
Extra Help	0.82	0.97	0.97	0.97	0.00	
Overtime	0.02	0.04	0.04	0.04	0.00	
Total FTEs	12.24	12.41	12.41	12.41	0.00	

(a) Charges for Services include copy and duplicating fees and legal fees.
(b) Interdepartmental revenues include legal services mainly providing to Health and Human Services Department. In 2013, it is budgeted to increase $7,290 or 1.6% to $459,090.
(c) County Tax Levy decreases $23,247 or 2.3% to $1,006,785, mainly due to reduction in expenditures and shifting of $16,593 tax levy base into Child Support budget, of which $10,593 is mainly to compensate the cost of duties reassignments and reallocations of legal counsels and $6,000 to minimize the reliance on Child Support Fund Balance appropriations.

Personnel costs decrease $17,044 or 1.4% to $1,164,272 for 12.41 FTEs. This reduction is mainly due to decrease in health insurance cost of $11,520 and employees job duty cost reallocations of $27,497 to Child Support Program, these reductions are partially offset by cost to continue increases for the existing 11.4 FTE staff allocated to this program. The department planned to transfer out one FTE Senior Attorney to Child Support division and transfer in one FTE Attorney.

Operating expenses are budgeted at the same spending authority level as 2012 budget at $228,278. Effective June 2012, the Department of Administration (DOA) implemented a new Managed Print Services Program to generate savings based on print equipment total cost of ownership. To assist DOA's calculation of return on investment, the department is included a new managed print services account with budget appropriation shifted from office supplies of $400, to the new print services account; office equipment repair/maintenance of $1,250; and contracted services of $170.

Interdepartmental charges increase $1,087 or 1.5% to $73,625 mainly due to higher Technology costs based on information technology resources usage for the total cost of computer ownership.

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective 1: . Provide quality and timely review of contracts, ordinances and resolutions for Waukesha County Departments. Represent the County successfully in civil litigation prosecution and defense. Issue validated opinions concerning interpretation of the rights, duties and powers of the municipal corporation, its departments and officials.

Key Outcome Indicator: Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Review and return contract within 72 hours (Dept. standard is 4 business days)	97%	>90%	>90%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	>97%	98%	>98%

Activity - Workload Data	2010 Actual	2011 Actual	2012 Budget(a)	2012 Estimate(a)	2013 Budget	Budget Change
Total Number of Cases Filed						
Bankruptcy Cases	567	408	400	400	375	-25
Claims Received	52	67	60	60	60	0
Lawsuits Monitored (a)	12	21	8	23	25	17
Contracts Reviewed	359	256	250	280	280	30
Opinions Issued	349	330	300	300	300	0
Resolutions/Ordinances Reviewed	131	117	130	120	120	-10

(a) Lawsuits Estimated to be monitored for the 2012 budget were under estimated at 8, the current estimate for 2012 is 23.

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).

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

Workload Data	2010 Actual	2011 Actual	2012 Budget	2012 Estimate (a)	2013 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,517	1588	1,616	1600	1620	4
Guardianships/Protective Placements:						
- Adults (b)	362	435	390	425	425	35
- Juveniles	45	50	35	44	45	10
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	399	422	425	420	420	-5
- Termination of Parental Rights (TPR)	17	3	10	10	10	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.