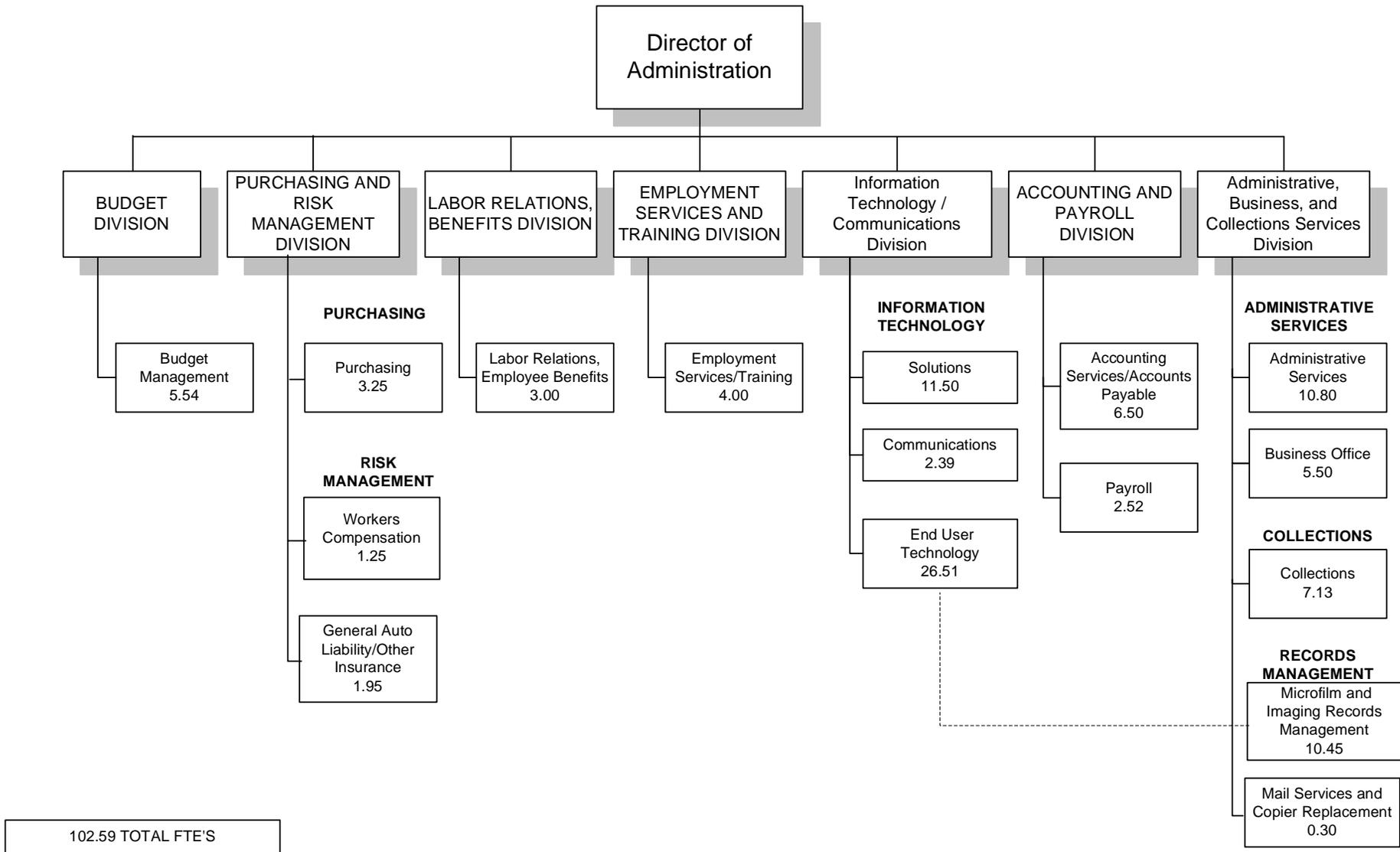


ADMINISTRATION

FUNCTION / PROGRAM CHART



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

Statement of Purpose

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

Financial Summary	2006	2007	2007	2008	Change From 2007	
	Actual	Adopted Budget	Estimate	Budget	\$	%
General Fund						
Revenues (a)	\$1,256,454	\$1,136,682	\$1,134,054	\$1,278,740	\$142,058	12.5%
County Tax Levy (a)	\$5,485,849	\$4,195,440	\$4,195,440	\$4,265,440	\$70,000	1.7%
Expenditures	\$6,300,963	\$5,332,122	\$5,309,590	\$5,544,180	\$212,058	4.0%
Rev. Over (Under) Exp.	\$441,340	-	\$19,904	-	-	N/A
End User Technology Fund						
Revenues	\$4,771,112	\$5,112,733	\$5,110,481	\$5,091,877	(\$20,856)	-0.3%
County Tax Levy (a)	\$349,836	\$1,550,245	\$1,550,245	\$1,550,245	\$0	0.0%
Expenditures (a)	\$4,210,956	\$6,619,371	\$6,577,659	\$6,580,109	(\$39,262)	-0.6%
Operating Inc./Loss	\$909,992	\$43,607	\$83,067	\$62,013	\$18,406	-0.6%
Risk Management						
Revenues	\$1,984,129	\$2,058,804	\$2,058,804	\$2,201,448	\$142,644	6.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,033,157	\$2,058,804	\$2,092,748	\$2,201,448	\$142,644	6.9%
Operating Inc./Loss	(\$49,028)	-	(\$33,944)	-	-	N/A
Communications						
Revenues	\$829,567	\$830,596	\$811,590	\$867,958	\$37,362	4.5%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$825,961	\$830,596	\$855,727	\$867,958	\$37,362	4.5%
Operating Inc./Loss	\$3,606	-	(\$44,137)	-	-	N/A
Collections						
Revenues	\$808,607	\$748,780	\$731,384	\$792,061	\$43,281	6.6%
County Tax Levy (b)	(\$95,000)	(\$95,000)	(\$95,000)	(\$95,000)	\$0	0.0%
Expenditures	\$642,101	\$748,780	\$689,710	\$792,061	\$43,281	5.8%
Operating Inc./Loss	\$71,506	(\$95,000)	(\$53,326)	(\$95,000)	-	0.0%
Total All Funds						
Revenues (a)	\$9,649,870	\$9,887,595	\$9,846,313	\$10,232,084	\$344,489	3.5%
County Tax Levy	\$5,740,685	\$5,650,685	\$5,650,685	\$5,720,685	\$70,000	1.2%
Expenditures (a)	\$14,013,138	\$15,589,673	\$15,525,434	\$15,985,756	\$396,083	2.5%
Rev. Over (Under) Exp.	\$441,340	-	\$19,904	-	-	N/A
Operating Inc./Loss	\$936,077	(\$51,393)	(\$48,340)	(\$32,987)	\$18,406	-35.8%

(a) 2007 Budget and 2007 Estimate have been restated for comparative purposes to reflect the elimination of a \$155,153 crosscharge for two positions reorganized from End User Technology Fund to General Fund budgets.

(b) A Fund Balance appropriation (as a memo item) 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.

All Funds

Administration

**Summary /
Capital Projects**

**Position Summary
(FTE)**

	2006 Actual	2007 Adopted Budget	2007 Estimate	2008 Budget	Budget Change
Department of Administration:					
Regular Positions	93.00	92.92	92.92	90.00	(2.92)
Extra Help	13.26	9.86	9.90	12.49	2.63
Overtime	0.22	0.13	0.16	0.10	(0.03)
Total	106.48	102.91	102.98	102.59	(0.32)

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

(b) Restated to reflect the transition of the Records Management Fund into Non-Departmental – End User Technology Fund in 2006.

(c) Restated to reflect the transition of End User Technology Fund into Department of Administration in 2007.

Current & Proposed Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '07	Estimated Operating Impact	A = Annual T = One- Time
200027	Electronic Document Mgmt System	Y	2009	\$1,425,000	85%	\$78,300	A
200101	Internet & Intranet Infrastructure	Y	2009	\$2,116,650	90%	\$35,000	A
200109	Implement HHS Automated System (a)	Y	2010	\$2,805,000	80%	\$179,000	A
200205	Tax Records Replacement (b)	Y	2008	\$900,000	75%	\$22,000	A
200206	Fiber & Wireless to County Facilities	N	2008	\$960,500	80%	\$41,000	A
200207	Telecommunications Solution & Infrastructure Analysis Upgrade	Y	2008	\$400,000	50%	\$18,000	A
200319	Upgrade Office suite from Windows 2000	Y	2008	\$610,000	95%	\$123,000	A
200411	HIPAA Security	N	2007	\$160,000	100%	TBD	A
200413	CITRIX Server Expansion	Y	2009	\$295,000	75%	(\$75,000)	A
200414	County wide Cashiering (c)	Y	2009	\$970,000	20%	\$45,000	A
200619	County-wide Financial Operations & Management System Study	Y	2008	\$200,000	10%	\$0	N/A
200621	Consolidation of Network Operating Systems	Y	2008	\$735,000	60%	\$45,000	A
200622	Register of Deeds Track Index Replacement (d)	Y	2008	\$275,000	10%	\$45,000	A
200624	Re-engineering IT Infrastructure	Y	2009	\$430,000	75%	\$37,000	A
200705	Voice Mail Replacement	Y	2008	\$250,000	80%	\$15,000	A
200710	Collection System Interface(s) (e)	Y	2008	\$100,000	25%	\$15,000	A
200820	IT Infrastructure Upgrade to Wiring Closets	Y	2010	\$800,000	N/A	TBD	A

(a) Coordinated project with Health & Human Services.

(b) Coordinated project with Treasurer/Register of Deeds.

(c) Coordinated project with Departments County-wide.

(d) Coordinated project with Register of Deeds.

(e) Coordinated project with Health & Human Services, Clerk of Courts and Information Technology.

General Fund

Administration

**Fund Purpose/
Summary**

Fund Purpose

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

Financial Summary	2006	2007	2007	2008	Change From 2007	
	Actual	Adopted Budget (a)	Estimate (a)	Budget	Adopted Budget \$	%
General Government	\$364,242	\$364,242	\$364,242	\$274,014	(\$90,228)	-24.8%
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Service	\$132,773	\$142,863	\$145,435	\$148,596	\$5,733	4.0%
Interdepartmental (a)	\$566,127	\$584,877	\$584,877	\$802,930	\$218,053	37.3%
Other Revenue	\$67,363	\$44,700	\$39,500	\$44,500	(\$200)	-0.4%
Appr. Fund Balance	\$125,949	\$0	\$0	\$8,700	\$8,700	N/A
County Tax Levy (a)	\$5,485,849	\$4,195,440	\$4,195,440	\$4,265,440	\$70,000	1.7%
Total Revenue Sources	\$6,742,303	\$5,332,122	\$5,329,494	\$5,544,180	\$212,058	4.0%
Personnel Costs	\$5,332,846	\$4,315,743	\$4,315,453	\$4,478,606	\$162,863	3.8%
Operating Expenses	\$653,762	\$686,300	\$666,437	\$761,726	\$75,426	11.0%
Interdept. Charges	\$314,355	\$330,079	\$327,700	\$303,848	(\$26,231)	-7.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$6,300,963	\$5,332,122	\$5,309,590	\$5,544,180	\$212,058	4.0%
Rev. Over (Under) Exp.	\$441,340	-	\$19,904	-	-	N/A
Position Summary (FTE)						
General Fund:						
Regular Positions	62.70	51.42	51.42	51.25	(0.17)	
Extra Help	1.38	1.44	1.44	1.33	(0.11)	
Overtime	0.03	0.03	0.06	0.03	0.00	
Total	64.11	52.89	52.92	52.61	(0.28)	
End User Technology Fund (Memo):						
Regular Positions	19.00	30.20	30.20	27.45	(2.75)	
Extra Help	10.64	7.36	7.36	9.78	2.42	
Overtime	0.12	0.03	0.03	0.03	-	
Total	29.76	37.59	37.59	37.26	(0.33)	
Grand Total	93.87	90.48	90.51	89.87	(0.61)	

(a) 2007 Budget and 2007 Estimate have been restated for comparative purposes to reflect the elimination of a \$155,153 crosscharge for two positions reorganized from End User Technology Fund to General Fund budgets.

Major Departmental Strategic Outcomes and Objectives for 2008**County-Wide Key Strategic Outcome: A safe county**

Objective 1: Achieve 95% satisfaction rating for the Information Technology (IT) technical support provided to the Waukesha County Communication Center (WCCC). (Information Technology)

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

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Calls to the Help Desk	186	175	102	100
Requests to bring in IT technical support personnel during non-business hours	32	15	12	10
% of WCCC personnel satisfied	N/A	95%	95%	95%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 2: Reduce the use of paper and postage for County and department newsletters by 15% through the expanded use of web-based subscription services for County departments while increasing the number of subscriptions by 15%. (Information Technology)

Key Outcome Indicator: Cost savings associated with the inventoried communications publications and with conversion to web-based subscriptions, reduction in paper and postage usage and an increase in the number of subscribers compared to the current levels.

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Paper and postage savings	N/A	\$7,700	\$6,700	\$7,700
Number of subscribers	N/A	8,200	5,500	8,200

Objective 3: With the Departments of Public Works and Parks and Land Use, evaluate equipment replacement scheduling based on hours of operation in conjunction with years of ownership, along with analysis of the cost of equipment maintenance versus the cost of equipment replacement.

County-Wide Key Strategic Outcome: A well planned county

Objective 4: Plan for the orderly transition of current County provided Long Term Care (LTC) services to a managed care entity beginning in July of 2008 with minimal disruption to consumers. Eliminate the wait list by July 2010. (Budget and Human Resources, Senior Services, Health and Human Services)

Key Outcome Indicator: 1. Current Long Term Care (LTC) clients are transitioned to a Managed Care Organization (MCO) by 12/31/08 or six months after the implementation of start up of the MCO. 2. Wait list clients will be transitioned to MCO by July 2010 or 24 months after the implementation of start up of the MCO. 3. Transition results provided at Tax Levy neutral or cost savings to the Waukesha County.

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
% of clients off wait list	N/A	N/A	N/A	N/A
% of cost savings to the County	N/A	N/A	N/A	N/A

General Fund**Administration****Outcomes/
Objectives**

Objective 5: Implement an Aging and Disability Resource Center (ADRC) in Waukesha County by 3/31/08 through collaborating with County and community partners to provide a coordinated entry point for information and services for older adults and individuals with disabilities. (Budget and Human Resources, Senior Services, Health and Human Services)

Key Outcome Indicator: 1. Opening the Aging and Disability Resource Center (ADRC). 2. Meet the required timeframes for completion of service referrals at a 90% rate in the first year. 3. Meet customer needs based on an 80% positive response to customer satisfaction survey results.

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Completion of service referrals	N/A	N/A	N/A	90%
Positive response to customer surveys	N/A	N/A	N/A	N/A

Objective 6: Identify Employees eligible to retire in next 5-year period and estimate the fiscal impact of the sick leave payouts on the Non-Departmental Budget in order to estimate and plan for the fiscal impact of the sick leave payouts. (Budget)

Key Outcome Indicator: Actual sick leave retirement payout payments within +/- 20% of estimated payouts projection.

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
% actual sick leave retirement payout payments deviate from estimate.	N/A	N/A	N/A	20%

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

Objective 7: Reduce health insurance costs through effective design changes, education, wellness initiatives and data management. (Employee Benefits/Labor Relations)

Key Outcome Indicator: Health insurance plan increases lower than medical inflation rate.

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Health Plan cost increases	N/A	N/A	N/A	5%

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

Objective 8: Achieve a \$250,000 increase in purchases to qualify for rebates to the County for 2008 over the 2007 target. (Purchasing and Accounting)

Key Outcome Indicator: A \$250,000 increase in payments eligible to qualify for procurement card rebates for 2008 over the 2007 target.

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Qualifying payments for rebate	\$1,000,000	\$1,250,000	\$1,400,000	\$1,500,000
\$ Increase over previous year	N/A	\$250,000	\$400,000	\$250,000

General Fund

Administration

Outcomes/ Objectives

Objective 9: Improve cost containment associated with Information Technology. (Information Technology)

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

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Operating cost reduction	\$18,000	\$50,000	\$50,000	\$50,000
Number of shared service agreements	N/A	3	2	3
Labor cost reduction	N/A	\$75,000	\$68,000	\$75,000

Objective 10: Control Health Plan rate of cost increase (or reduce costs). (Employee Benefits)

Key Outcome Indicator: The increase in plan costs for the Consumer Driven Health Plan component for the following year is contained to a single digit increase.

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
HSA % increase	N/A	6%	6%	5%
Average Monthly Plan Cost: Single	N/A	\$443	\$381	\$400
Family	N/A	\$1,092	\$1,011	\$1,062

Objective 11: Implement a program to provide access to training opportunities to other County governmental units and create new revenue opportunities. (Employment Services)

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

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
# of government units participating	16	10	15	15
# of non-County participants at training sessions	81	50	100	75
Avg. fee charged per person trained	\$41	\$30	\$25	\$25
Revenue received from participating units*	\$3,321	\$1,000	\$3,975	\$1,500
Satisfaction of participants	N/A	Meets Expectations	Meets Expectations	Meets Expectations

* 2006 Actual revenue is high due to many computer classes, which have a higher fee. 2007 Estimated revenues are high due to \$1,500 from the City of Racine to participate in the Hay Study program.

Objective 12: Contract with a consultant to study, review and plan for potential new directions for the County's future (BAS) financial system to prepare for the cost risk of our current system. (See approved Capital Project IS-200619) (Information Technology, Budget, Accounting, Purchasing, Business Office)

Objective 13: Use content management system to update budget information on County's web site in an effort to quickly make the information available to the public via the website and to reduce information technology effort in uploading the information on the website. (Information Technology, Budget)

Key Outcome Indicator: Reduction in Information Technology staff time to upload the budget information onto the Waukesha County's website.

Performance Measures:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Web developer staff time saved uploading Executive and Adopted budget books	N/A	N/A	N/A	24 hours

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.

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	11.80	11.30	11.30	10.80	(0.50)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$581,271	\$566,423	\$566,423	\$535,193	(\$31,230)
Total Revenues	\$581,271	\$566,423	\$566,423	\$535,193	(\$31,230)
Personnel Costs	\$556,846	\$497,290	\$485,408	\$468,482	(\$28,808)
Operating Expenses	\$20,239	\$38,550	\$38,000	\$36,610	(\$1,940)
Interdept. Charges	\$27,713	\$30,583	\$30,583	\$30,101	(\$482)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$604,798	\$566,423	\$553,991	\$535,193	(\$31,230)

Rev. Over (Under) Exp.	(\$23,527)	-	\$12,432	-	-
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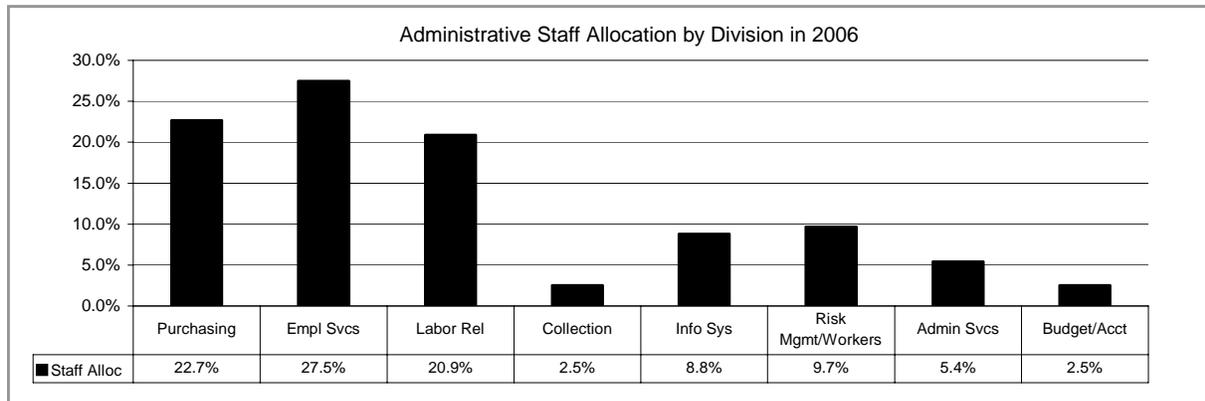
Program Highlights

County Tax Levy funding is reduced by approximately \$31,200 mainly due to lower expenditures budgeted as outlined below.

Personnel costs decrease mainly due to transferring 0.25 FTE Office Services Coordinator to Records Management, transferring 0.25 FTE Clerk Typist I-II to Risk Management and Vacancy and Turnover increasing by \$11,900, partially offset by cost to continue existing staff. These actions facilitate organizational changes that have occurred in Risk Management, Purchasing and Records Management. Operating costs decrease mainly due to reduced contracted services to reflect actual usage. Interdepartmental charges decrease mainly due to decreased End User Technology Fund charges.



Activity



Business Office

Program Description

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

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	5.50	5.50	5.50	5.50	0.00
General Government	\$364,242	\$364,242	\$364,242	\$274,014	(\$90,228)
Charges for Services	\$128,283	\$140,835	\$142,385	\$146,384	\$5,549
Interdepartmental	\$477,127	\$524,383	\$524,383	\$651,642	\$127,259
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$25,000	\$0	\$0	\$0	\$0
County Tax Levy	(\$467,246)	(\$513,852)	(\$513,852)	(\$532,068)	(\$18,216)
Total Revenues	\$527,406	\$515,608	\$517,158	\$539,972	\$24,364
Personnel Costs	\$459,596	\$487,180	\$488,326	\$513,677	\$26,497
Operating Expenses	\$16,832	\$18,950	\$18,106	\$18,510	(\$440)
Interdept. Charges	\$9,238	\$9,478	\$9,478	\$7,785	(\$1,693)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$485,666	\$515,608	\$515,910	\$539,972	\$24,364

Rev. Over (Under) Exp.	\$41,740	-	\$1,248	-	-
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Program Highlights

General Government revenues decrease by \$90,200 due to a decrease in Income Maintenance indirect revenues. Charges for Services increase by \$5,500 mainly due to an increase in the Tax billing rate and a slight increase in number of parcels billed. Interdepartmental revenues increase by \$127,300 mainly from a higher percentage of indirect cost charges budgeted in 2008.

County Tax Levy funding is reduced by approximately \$18,200 mainly due to increased revenues, partially offset by higher expenditures budgeted, as outlined below.

Personnel costs increase \$26,500 due to cost to continue existing staff. Interdepartmental charges decrease mainly due to decreased End User Technology Fund charges.



Activity	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	101,766	105,000	102,850	103,700	(1,300)
# Notice of Assessment Customers	17	17	17	17	0
# Notice of Assessments	5,724	6,000	4,400	5,000	(1,000)
# Online Payments	2,781	3,200	3,000	3,300	100
\$ Online Payments	\$9,247,638	\$9,300,000	\$10,000,000	\$10,500,000	\$1,200,000
# Municipalities participating with County's online payment program	0	0	1	1	1

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.

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	2.52	2.52	2.52	2.52	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$40,115	\$0	\$0	\$0	\$0
County Tax Levy	\$268,587	\$266,064	\$266,064	\$270,664	\$4,600
Total Revenues	\$308,702	\$266,064	\$266,064	\$270,664	\$4,600
Personnel Costs	\$149,551	\$165,440	\$167,912	\$177,150	\$11,710
Operating Expenses	\$128,678	\$94,816	\$94,816	\$87,509	(\$7,307)
Interdept. Charges	\$5,908	\$5,808	\$5,808	\$6,005	\$197
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$284,137	\$266,064	\$268,536	\$270,664	\$4,600
Rev. Over (Under) Exp.	\$24,565	-	(\$2,472)	-	-



Program Highlights

County Tax Levy funding increases by \$4,600 mainly due to higher expenditures budgeted, as outlined below.

Personnel costs increase \$11,700 due to cost to continue existing staff. Operating expenses decrease \$7,300 mainly due to lower costs for contracted services with Ceridian.



Activity	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Paychecks Processed	44,170	44,000	45,000	45,000	1,000
Payroll Exception Checks	61	5	30	30	25
W2s Processed	2,090	2,100	2,100	2,100	0

Accounting Services/Accounts Payable

Program Description

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

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	6.51	6.50	6.50	6.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,096	\$878	\$0	\$662	(\$216)
Interdepartmental	\$39,000	\$45,494	\$45,494	\$53,888	\$8,394
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,000	\$0	\$0	\$0	\$0
County Tax Levy	\$586,093	\$599,088	\$599,088	\$628,646	\$29,558
Total Revenues	\$636,189	\$645,460	\$644,582	\$683,196	\$37,736
Personnel Costs	\$508,183	\$526,464	\$538,535	\$561,544	\$35,080
Operating Expenses	\$96,358	\$107,259	\$107,259	\$109,601	\$2,342
Interdept. Charges	\$12,011	\$11,737	\$11,688	\$12,051	\$314
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$616,552	\$645,460	\$657,482	\$683,196	\$37,736
Rev. Over (Under) Exp.	\$19,637	-	(\$12,900)	-	-

**Program Highlights**

Interdepartmental revenues increase by \$8,400 mainly due to increased financial services provided to the Treasurer. This includes DOA investment services charged to the investment program budgeted in the Treasurer's office.

County Tax Levy funding increases by approximately \$29,600 mainly due to higher expenditures budgeted, as outlined below.

Personnel costs increase \$35,100 due to the cost to continue for existing staff and an increase in health and dental insurance for a family plan from a single plan for an existing employee. Operating expenses increase \$2,300 mainly due to an increase of \$6,600 for audit services, partially offset by a decrease of \$2,000 for printing and a decrease of \$2,000 for software maintenance (new contacts in 2008). Interdepartmental charges increase mainly due to increased records center box storage and retrieval costs by \$1,200, increased charges for imaging software maintenance, partially offset by decreased End User Technology Fund charges.



Activity	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Budget Entries Prepared	1,282	1,200	1,300	1,200	0
Journal Entries Audited	2,826	3,000	2,900	3,000	0
Requisition Lines Audited	1,973	2,400	1,900	2,400	0
Invoice Lines (Direct Buys) Audited	82,665	84,000	80,000	84,000	0
Procard Lines Entered/Audited	9,260	9,700	9,800	9,900	200

Budget Management

Program Description

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

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	5.48	5.57	5.60	5.54	(0.03)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$408	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$15,000	\$0	\$0	\$0	\$0
County Tax Levy	\$529,963	\$519,454	\$519,454	\$542,767	\$23,313
Total Revenues	\$545,371	\$519,454	\$519,454	\$542,767	\$23,313
Personnel Costs	\$451,320	\$477,496	\$476,687	\$502,667	\$25,171
Operating Expenses	\$24,438	\$30,735	\$26,709	\$29,985	(\$750)
Interdept. Charges	\$10,968	\$11,223	\$11,223	\$10,115	(\$1,108)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$486,726	\$519,454	\$514,619	\$542,767	\$23,313
Rev. Over (Under) Exp.	\$58,645	-	\$4,835	-	-



Program Highlights

County Tax Levy funding increases by approximately \$23,300 mainly due to higher expenditures budgeted as outlined below.

Personnel costs increase by \$25,200 mainly due to cost to continue existing staff, partially offset by a Senior Financial Analyst position turnover with a new hire starting at a lower salary resulting in base budget cost savings. Operating expenses decrease by nearly \$800 mainly due to decreased contract services for budget studies by \$2,200, partially offset by increased computer hardware and software and training. Interdepartmental charges decrease by \$1,100 mainly due to decreased End User Technology Fund charges.

Employment Services / Training

Program Description

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

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
Charges for Services	\$3,340	\$1,050	\$3,050	\$1,550	\$500
Other Revenue	\$42,127	\$32,500	\$27,500	\$32,500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$8,700	\$8,700
County Tax Levy	\$563,277	\$569,863	\$569,863	\$587,670	\$17,807
Total Revenues	\$608,744	\$603,413	\$600,413	\$630,420	\$27,007
Personnel Costs	\$395,605	\$414,201	\$415,616	\$436,415	\$22,214
Operating Expenses	\$139,624	\$151,256	\$140,242	\$157,925	\$6,669
Interdept. Charges	\$36,536	\$37,956	\$36,654	\$36,080	(\$1,876)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$571,765	\$603,413	\$592,512	\$630,420	\$27,007

Rev. Over (Under) Exp.	\$36,979	-	\$7,901	-	-
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Program Highlights

Charges for Services increase due to increased training programs with municipalities. Fund Balance of \$5,000 is from prior year wellness revenues for upgrading the wellness center, and \$3,700 is from prior year cafeteria/vending revenues for a new stove and replacement of the cooler floor in the cafeteria.

County Tax Levy funding increases by approximately \$17,800 mainly due to higher expenditures budgeted, as outlined below.

Personnel costs increase by \$22,200 due to cost to continue existing staff. Operating expenses increase \$6,700 mainly due to \$5,000 for upgrading the wellness center and \$3,700 for the stove and cooler floor, partially offset by decreased pre-employment costs by \$1,000 and decreased printing costs by \$1,000. Interdepartmental charges decrease by \$1,900 mainly due to decreased End User Technology Fund charges.



Activity	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
# of Seasonal, Temporary Employees Hired	332	330	300	325	(5)
# of Regular Full-Time Employees Hired	72	90	84	90	0
Promotions/Demotions/Transfers	96	90	106	100	10
Peak # of Employees on Payroll	1,928	1,900	1,947	1,900	0
# of Employee/Family Medical Leaves	155	160	190	175	15
# of non-County participants trained	81	50	100	75	25

Employee Benefits / Labor Relations

Program Description

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

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	3.00	3.00	3.00	3.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$50,000	\$15,000	\$15,000	\$97,400	\$82,400
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$399,339	\$409,353	\$409,353	\$426,009	\$16,656
Total Revenues	\$449,339	\$424,353	\$424,353	\$523,409	\$99,056
Personnel Costs	\$348,037	\$360,069	\$363,020	\$376,525	\$16,456
Operating Expenses	\$38,497	\$55,201	\$54,701	\$137,101	\$81,900
Interdept. Charges	\$9,176	\$9,083	\$9,083	\$9,783	\$700
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$395,710	\$424,353	\$426,804	\$523,409	\$99,056

Rev. Over (Under) Exp.	\$53,629	-	(\$2,451)	-	-
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Program Highlights

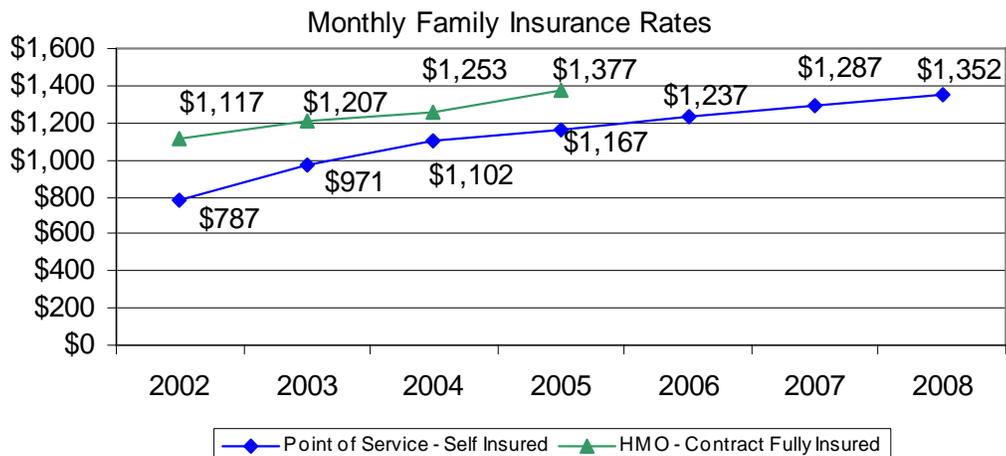
Interdepartmental revenues increase by \$82,400 from health insurance funds for a pharmacy audit by \$32,400 and for a health & wellness lifestyle initiative by \$50,000.

County Tax Levy funding is increased by approximately \$16,700 mainly due to higher expenditures budgeted as outlined below.

Personnel costs increase \$16,500 due to cost to continue existing staff. Operating expenses increase by \$81,900 mainly due to the pharmacy audit and health & wellness lifestyle initiative. Interdepartmental charges increase mainly due to increased End User Technology Fund charges.



Activity



	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual
Number of active employees participating						
Point of Service (POS)	1,117	1,153	1,100	1,097	1,168	1,239
Health Maint. Org. (HMO)	106	113	174	213	82	N/A
Health Savings Account (HAS)	N/A	N/A	N/A	N/A	N/A	8

Purchasing

Program Description

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

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	4.10	3.50	3.50	3.25	(0.25)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$54	\$100	\$0	\$0	(\$100)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$24,828	\$12,200	\$12,000	\$12,000	(\$200)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$414,896	\$348,675	\$348,675	\$330,347	(\$18,328)
Total Revenues	\$439,778	\$360,975	\$360,675	\$342,347	(\$18,628)
Personnel Costs	\$352,223	\$295,586	\$290,387	\$280,538	(\$15,048)
Operating Expenses	\$17,648	\$41,004	\$38,475	\$39,970	(\$1,034)
Interdept. Charges	\$18,582	\$24,385	\$24,356	\$21,839	(\$2,546)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$388,453	\$360,975	\$353,218	\$342,347	(\$18,628)
Rev. Over (Under) Exp.	\$51,325	-	\$7,457	-	-



Program Highlights

County Tax Levy funding decreases by approximately \$18,300 mainly due to lower expenditures budgeted, as outlined below.

Personnel costs decrease \$15,000 mainly due to abolishment of the Purchasing Manager position in June 2007 (0.42 FTE in 2008), a change from a family health plan to a single plan for an existing employee and reducing 0.08 FTE extra temporary help, partially offset by transferring in 0.25 FTE Risk/Purchasing Manager and cost to continue existing staff. Operating expenses decrease by \$1,000 mainly due to decreased third party temporary help. Interdepartmental charges decrease \$2,500 mainly due to decreased End User Technology Fund charges.



Activity	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Requisitions Processed	674	750	610	560	(190)
Purchase Orders Issued	792	850	770	750	(100)
Bids/Proposals Issued	114	120	150	130	10
Procard Transactions	\$1,000,000	\$1,250,000	\$1,400,000	\$1,500,000	\$250,000

Information Technology Solutions

Program Description

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

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE) (a)	21.20	11.00	11.00	11.50	0.50
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (b)	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$35,834	\$0	\$0	\$0	\$0
County Tax Levy (a) (b)	\$2,609,669	\$1,430,372	\$1,430,372	\$1,476,212	\$45,840
Total Revenues	\$2,645,503	\$1,430,372	\$1,430,372	\$1,476,212	\$45,840
Personnel Costs (a)	\$2,111,485	\$1,092,017	\$1,089,562	\$1,161,608	\$69,591
Operating Expenses	\$171,448	\$148,529	\$148,129	\$144,515	(\$4,014)
Interdept. Charges	\$184,223	\$189,826	\$188,827	\$170,089	(\$19,737)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,467,156	\$1,430,372	\$1,426,518	\$1,476,212	\$45,840
Rev. Over (Under) Exp.	\$178,347	-	\$3,854	-	-

(a) Staffing (FTE), Personnel costs and Tax Levy reflect the transfer of positions and related costs to End User Technology Fund based on the reorganization in 2007.

(b) 2007 Budget and 2007 Estimate have been restated for comparative purposes to reflect the elimination of a \$155,153 crosscharge for two positions reorganized from End User Technology Fund to General Fund budgets.



Program Highlights

County Tax Levy funding increases by approximately \$45,800 mainly due to higher expenditures budgeted, as outlined below.

Personnel costs increase \$69,600 mainly due to the transfer in of 1.00 FTE Senior Information Systems Professional from End User Technology Fund and cost to continue existing staff, partially offset by unfunding 0.50 FTE Senior Information Systems Professional, as a result of the technical activities of Records Management being performed in Information Technology (IT) and the Record Management audits and other related business functions being properly aligned with Records Management. Operating expenses decrease \$4,000 mainly due to decreased contract services by \$15,800, decreased computer equipment by \$1,200 and decreased third party computer charges by \$1,000, partially offset by increased tuition and registration by \$15,000. Interdepartmental charges decrease \$19,700 mainly due to decreased End User Technology Fund charges by \$18,700 and decreased records retrieval charges by \$1,000.

**End User
Technology Fund**

Administration

**Fund Purpose/
Summary**

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 user departments based on the number of workstations and an assessment of the level of support needed.

Financial Summary	2006	2007	2007	2008	Change From 2007	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$139,084	\$75,000	\$90,000	\$75,000	\$0	0.0%
Interdepartmental (b)(c)	\$3,515,099	\$3,868,548	\$3,868,548	\$4,011,339	\$142,791	3.7%
Other Revenue (g)	\$6,484	\$0	(\$17,252)	\$0	\$0	N/A
Appr. Fund Balance	\$1,110,445	\$1,169,185	\$1,169,185	\$1,005,538	(\$163,647)	-14.0%
County Tax Levy (a)(c)(d)(e)	\$349,836	\$1,550,245	\$1,550,245	\$1,550,245	\$0	0.0%
Total Revenue Sources	\$5,120,948	\$6,662,978	\$6,660,726	\$6,642,122	(\$20,856)	-0.3%
Personnel Costs (a)	\$1,479,744	\$2,924,223	\$2,910,697	\$2,952,747	\$28,524	1.0%
Operating Expenses	\$2,650,215	\$3,614,915	\$3,586,729	\$3,551,182	(\$63,733)	-1.8%
Interdept. Charges (d)	\$80,997	\$80,233	\$80,233	\$76,180	(\$4,053)	-5.1%
Fixed Assets (f) (memo)	\$157,765	\$496,444	\$475,958	\$455,026	(\$41,418)	-8.3%
Total Expenditures (f)	\$4,210,956	\$6,619,371	\$6,577,659	\$6,580,109	(\$39,262)	-0.6%
Operating Inc./Loss	\$909,992	\$43,607	\$83,067	\$62,013	\$18,406	

Position Summary (FTE) (a)

Regular Positions	19.00	30.20	30.20	27.45	(2.75)
Extra Help	10.64	7.36	7.32	9.78	2.42
Overtime	0.12	0.03	0.03	0.03	0.00
Total	29.76	37.59	37.55	37.26	(0.33)

- (a) Staffing (FTE), Personnel costs and Tax Levy reflect the transfer of positions and related costs to End User Technology Fund based on the reorganization in 2007.
- (b) 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.
- (c) Interdepartmental revenues and Tax Levy have been restated for 2006 for comparison purposes to the 2007 Budget.
- (d) 2007 Budget and 2007 Estimate have been restated for comparative purposes to reflect the elimination of a \$155,153 crosscharge from End User Technology Fund to General Fund for IT staff resources.
- (e) Tax Levy within the End User Technology program provides initial funding of the plan for the difference between expenditures and revenues.
- (f) Total expenditures and net operating income exclude Fixed Assets to conform with financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
- (g) 2007 Loss on sale of assets of \$17,252 reflects a change in the useful life of copy machines.

Major Departmental Strategic Outcomes and Objectives for 2008

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. (End User 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 for both.

Performance Measure:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Percent PC Support Costs	49%	44%	44%	N/A
Percent Infrastructure Costs	51%	56%	56%	N/A
Percent PC-Based Charges	100%	100%	100%	N/A
Percent Infrastructure Charges	0%	0%	0%	N/A
Percent ID Login Costs	N/A	N/A	N/A	49%
Percent Server Costs	N/A	N/A	N/A	42%
Percent Connected Device Cost	N/A	N/A	N/A	9%

End User Technology

Program Description

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

Included in this program are two sections of Information Technology:

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

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

End User Technology (cont.)

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE) (a)(b)	19.62	26.64	26.60	26.51	(0.13)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$43,000	\$0	\$0	\$0	\$0
Interdepartmental (c)(d)	\$2,572,810	\$2,814,668	\$2,814,668	\$2,896,017	\$81,349
Other Revenue	\$3,720	\$0	\$0	\$0	\$0
Appr. Fund Balance (e)	\$799,385	\$1,023,234	\$1,023,234	\$932,938	(\$90,296)
County Tax Levy (a)(b)(d)(e)(f)	\$349,836	\$1,550,245	\$1,550,245	\$1,550,245	\$0
Total Revenues	\$3,768,751	\$5,388,147	\$5,388,147	\$5,379,200	(\$8,947)
Personnel Costs (a)(b)	\$919,161	\$2,521,117	\$2,521,117	\$2,539,428	\$18,311
Operating Expenses	\$1,995,502	\$2,857,530	\$2,857,530	\$2,831,648	(\$25,882)
Interdept. Charges	\$2,956	\$9,500	\$9,500	\$8,124	(\$1,376)
Fixed Assets (Memo) (g)	\$145,176	\$378,000	\$378,000	\$386,000	\$8,000
Total Expenditures (g)	\$2,917,619	\$5,388,147	\$5,388,147	\$5,379,200	(\$8,947)

Operating Income/(Loss)	\$851,132	-	-	-	-
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- (a) The staffing allocation reflected here for 2006 includes 2.00 FTE positions whose budget costs are reflected in the Personnel costs for Microfilming & Imaging / Records Management program. Budgeting in this manner avoids an Interdepartmental charge between programs in the same internal service fund.
- (b) Staffing (FTE), Personnel costs and Tax Levy reflect the transfer of positions and related costs to End User Technology Fund based on the reorganization in 2007.
- (c) 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.
- (d) Interdepartmental revenues have been restated for 2006 for comparison purposes to the 2007 Budget.
- (e) 2007 Budget and 2007 Estimate have been restated for comparative purposes to reflect the elimination of a \$155,153 crosscharge from End User Technology Fund to General Fund for IT staff resources.
- (f) Tax Levy within the End User Technology program provides initial funding of the plan.
- (g) 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.



Program Highlights

In response to the recommendations of the June 2006 Internal Audit review, 2008 will be the first year of the cost allocation base used for rate setting. The basis for user charges will be changed from the number of workstations supported to a combination of server usage, user Ids and connected devices. This will better reflect the actual cost drivers of maintaining the technology infrastructure and will provide better information for future decision making.

Interdepartmental revenues increase \$81,300 as the Department continues to phase in full cost recovery, which is currently at 54%, decreasing Fund Balance and expenditures while Tax Levy remains constant. Personnel costs increase \$18,300 mainly due to an increase of 2.87 FTE extra temporary help and cost to continue existing staff, partially offset by a decrease due to a transfer out of 1.00 FTE Senior Information Systems Professional to DOA-General Fund Information Technology Solutions and a decrease due to unfunding 1.00 FTE Senior Information Systems Professional and 1.00 FTE Information Systems Technician, as a result of outsourcing desk-side technical support functions to a vendor.



Activity

Beginning in 2006 the equipment replacement schedule changed from a 4-year to a 5-year cycle.

The plan is scheduled to replace 186 PC's (including laptops), 164 flat panels and 35 peripherals (printers, scanners, etc.) in 2008. The plan currently supports 1,410 personal workstations and laptop computers.

<u>Year</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>Incr./(Decr.)</u>
PC	333	311	340	238	341	323	317	186	(131)
Flat panels	N/A	N/A	N/A	N/A	N/A	N/A	336	164	(172)
Peripherals	17	40	20	15	20	25	15	35	20

Microfilm and Imaging/Records Management

Program Description

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

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

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	9.99	10.65	10.65	10.45	(0.20)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$96,084	\$75,000	\$90,000	\$75,000	\$0
Interdepartmental	\$423,250	\$471,393	\$471,393	\$526,999	\$55,606
Other Revenue	\$2,764	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$311,060	\$145,951	\$145,951	\$72,600	(\$73,351)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$833,158	\$692,344	\$707,344	\$674,599	(\$17,745)
Personnel Costs	\$554,773	\$389,049	\$375,664	\$398,696	\$9,647
Operating Expenses	\$204,357	\$243,200	\$233,190	\$223,254	(\$19,946)
Interdept. Charges (a)	\$66,899	\$60,095	\$60,095	\$52,649	(\$7,446)
Fixed Assets	\$1,911	\$0	\$0	\$0	\$0
Total Expenditures	\$826,029	\$692,344	\$668,949	\$674,599	(\$17,745)
Operating Income/(Loss)	\$7,129	-	\$38,395	-	-

(a) 2007 Budget and 2007 Estimate have been restated for comparative purposes to reflect the elimination of a \$155,153 crosscharge from End User Technology Fund to General Fund for IT staff resources.



Program Highlights

Charges for Services reflect recent history of services provided to third party customers adjusted for anticipated reduced document volume associated with increasing interest rates. Interdepartmental revenues increase \$55,600 mainly due to increased imaging/microfilm revenues by \$38,100, resulting from fully charging departments for all services performed and increased records center charges by \$17,800 for records center box storage fee, which is newly implemented in 2008 to reflect the cost of storing records at the records center and will, over three years, be phased in to the full cost to users. Fund Balance is for depreciation of \$72,600 associated with the Electronic Document Management System capital project, which was Levy funded.

Personnel costs increase by \$9,600 mainly due to cost to continue existing staff and the transfer of 0.25 FTE Office Services Coordinator from DOA-General Fund Administration which reflects actual oversight provided, partially offset by a decrease of 0.45 FTE extra temporary help of \$10,000.

Operating expenses decrease \$19,900 mainly due to decreased contract services by \$20,000 resulting from the retention audit being completed by County staff and decreased one-time tuition and registration by \$12,500. This is partially offset by increased software repair and maintenance by \$6,600, partially resulting from a maintenance contract of \$3,700 transferred in from End User Technology Fund, and increased depreciation expense by \$6,000.

Interdepartmental charges decrease mainly due to decreased End User Technology Fund charges by \$7,000.

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. 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.

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	0.15	0.30	0.30	0.30	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (b)	\$519,039	\$582,487	\$582,487	\$588,323	\$5,836
Other Revenue	\$0	\$0	(\$17,252)	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$519,039	\$582,487	\$565,235	\$588,323	\$5,836
Personnel Costs	\$5,810	\$14,057	\$13,916	\$14,623	\$566
Operating Expenses	\$450,356	\$514,185	\$496,009	\$496,280	(\$17,905)
Interdept. Charges	\$11,142	\$10,638	\$10,638	\$15,407	\$4,769
Fixed Assets (a)	\$10,678	\$118,444	\$97,958	\$69,026	(\$49,418)
Total Expenditures (a)	\$467,308	\$538,880	\$520,563	\$526,310	(\$12,570)
Operating Income/(Loss) (a)	\$51,731	\$43,607	\$44,672	\$62,013	\$18,406

- (a) 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.
- (b) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including Tax Levy.



Program Highlights

Interdepartmental revenues increase \$5,800 mainly due to an expected increase in postage rates. Personnel costs remain stable. Operating expenses decrease \$17,900 mainly due to decreased depreciation for copiers by \$14,500, resulting from a change in the useful life of copiers and decreased cost of new copier purchases by \$7,300, partially offset by an increase in postage expenses by \$4,000. Interdepartmental charges increase \$4,800 mainly due to increased Risk Management charges by \$4,100 and increased vehicle repair & maintenance charges by \$600. Fixed Assets decrease of \$49,400 is due to a decreased number of new copiers purchased.

The 2007 loss on sale of assets of \$17,252 is due to a change in the useful life of copiers.

Activity – Copier Replacement



<u>Copier Purchases</u>	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Total Number of Units in Plan	73	73	73	73	0
Units Purchased Annually	12	19	19	13	(6)

Activity – Records Management



<u>Output Indicators</u>	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Storage Boxes Received (a)	1,395	1,200	1,600	1,900	700
Storage Boxes Destroyed (a)	914	1,300	1,090	1,150	(150)
Boxes/Journals Offsite (b)	13,426	14,796	13,936	14,686	(110)

(a) In the year referenced.

(b) As of December 31 of the year referenced. Given the limited space available at the Records Center, it is estimated that the Center could be at capacity within 3 – 4 years.

Activity – Microfilm/Imaging



<u>Output Indicators</u>	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Microfilm Reels Created	455	580	290	255	(325)
Images Converted (Microfilmed & Digitized) (c)(d)	1,147,172	2,556,956	2,006,083	1,571,700	(985,256)
CD's Produced (c)	1,301	1,200	1,300	1,200	0

(c) Directly related to the real estate market.

(d) An increase in imaging and microfilming in 2007 is due to 2006 work to be completed in 2007.

Activity – Mail Services



<u>Output Indicators</u>	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Incoming Mail (Bins)	2,035	2,000	2,000	1,950	(50)
Outgoing Mail (Pieces)	714,927	713,000	723,000	730,000	17,000
Outgoing UPS (Pieces)	376	300	380	375	75

Fund Purpose

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

Financial Summary	2006	2007	2007	2008	Change From 2007	
	Actual	Adopted Budget	Estimate	Budget	\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Service	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$959,868	\$983,920	\$983,920	\$1,087,550	\$103,630	10.5%
Other Revenue (b)	\$514,207	\$652,000	\$652,000	\$650,000	(\$2,000)	-0.3%
Appr. Fund Balance (c)	\$510,054	\$422,884	\$422,884	\$463,898	\$41,014	9.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources (a)(b)(c)	\$1,984,129	\$2,058,804	\$2,058,804	\$2,201,448	\$142,644	6.9%
Expenditures						
Personnel Costs	\$229,173	\$300,582	\$290,442	\$286,114	(\$14,468)	-4.8%
Operating Expenses	\$1,724,653	\$1,673,561	\$1,717,645	\$1,839,248	\$165,687	9.9%
Interdept. Charges	\$79,331	\$84,661	\$84,661	\$76,086	(\$8,575)	-10.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Debt Principle (memo) (d)	\$125,214	\$134,283	\$134,283	\$0	(\$134,283)	-100.0%
Total Expenditures (d)	\$2,033,157	\$2,058,804	\$2,092,748	\$2,201,448	\$142,644	6.9%
Operating Inc./(Loss) (d)	(\$49,028)	-	(\$33,944)	-	-	N/A

Position Summary (FTE)

Regular Positions	3.20	3.20	3.20	3.20	0.00
Extra Help	0.00	0.00	0.04	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	3.20	3.20	3.24	3.20	0.00

(a) Interdepartmental revenues from charges to insured departments include Tax Levy funding.

(b) Other revenues include recoveries, which is decreased to reflect historical data.

(c) Risk Management Fund Balance appropriations are as follows: 2006 Budget \$233,565 General Liability/Auto Liability/Other, \$250,832 Worker's Compensation; 2007 Budget \$166,359 General Liability/Auto Liability/Other, \$256,525 Worker's Compensation; 2008 Budget \$150,320 General Liability/Auto Liability/Other, \$313,578 Worker's Compensation.

(d) Total Expenditures and Net Operating Income exclude debt service principle payments to conform to financial accounting standards.

Major Departmental Strategic Outcomes and Objectives for 2008

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

Objective: Target worker's compensation loss control efforts so as to reduce worker's compensation claims.

Key Outcome Indicator: Target benchmark is Bureau of Labor Statistics (BLS), U.S. Department of Labor, most current incident rates, at the time the benchmark is established for Wisconsin local government. BLS incident rates are commonly used to evaluate Worker's Compensation Claims experience. These rates can help determine both problem areas and progress in preventing work-related injuries and illnesses comparing ones performance to similar entities. The objective is to out perform other local governments in the State of Wisconsin. Incident rates represent the number of injuries and illnesses per 100 full-time workers calculated as (N/EH) x 200,000 where N = number of injuries and illnesses per 100 full-time workers, EH = total hours worked by all employees, 200,000 = base for 100 equivalent full-time workers per BLS.

Performance Measure:

	2006 Actual	2007 Target	2007 Estimate	2008 Target
Total cases incident rate	7.7	<6.4	7.6	<6.0
Days away from work incident rate	1.7	<2.8	1.4	<2.4

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 (11) and cities (3).

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.94	1.95	0.05
Interdepartmental (a)	\$611,945	\$627,300	\$627,300	\$644,550	\$17,250
Other Revenue	\$448,793	\$570,000	\$570,000	\$570,000	\$0
Appr. Fund Balance	\$259,222	\$166,359	\$166,359	\$150,320	(\$16,039)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$1,319,960	\$1,363,659	\$1,363,659	\$1,364,870	\$1,211
Personnel Costs	\$159,878	\$179,242	\$133,942	\$176,348	(\$2,894)
Operating Expenses	\$846,843	\$1,100,936	\$1,075,022	\$1,114,144	\$13,208
Interdept. Charges	\$77,321	\$83,481	\$83,481	\$74,378	(\$9,103)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Debt-Principle (Memo) (b)	\$125,214	\$134,283	\$134,283	\$0	(\$134,283)
Total Expenditures (b)	\$1,084,042	\$1,363,659	\$1,292,445	\$1,364,870	\$1,211

Operating Inc. /(Loss)(b)	\$235,918	-	\$71,214	-	-
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(a) Interdepartmental revenues from charges to insured departments include Tax Levy funding.

(b) Total Expenditures and Net Operating Income exclude debt service principal to conform to financial accounting standards.

General/Auto Liability & Other Insurance (cont.)



Program Highlights

Interdepartmental revenues, which are department insurance charges, are held at a 2.75% increase, or \$17,250, with the assistance of \$150,320 in Risk Management Fund Balance (prior years' retained earnings). Other revenue includes investment income, insurance company dividends and recoveries.

Personnel costs decreased \$2,894 due to division reorganization with 75% of the Risk/Purchasing Manager's position allocated to Risk Management, of which, 80% is allocated to this Program, and the remaining 25% to Purchasing, partially offset by the transfer of 25% Clerk Typist I-II from Administration to this Program to reflect consolidated/shared receptionist duties with DOA business office. Operating expenses increase by \$13,208 primarily due to an increase in Estimated Future Claims payments, based on historical trends. Interdepartmental charges decrease \$9,103 and debt principle decrease \$134,283 due to the retirement of WMMIC debt payment.

Workers' Compensation

Program Description

Workers' 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.

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
Staffing (FTE)	1.30	1.30	1.30	1.25	(0.05)
Interdepartmental (a)	\$347,923	\$356,620	\$356,620	\$443,000	\$86,380
Other Revenue	\$65,414	\$82,000	\$82,000	\$80,000	(\$2,000)
Appr. Fund Balance	\$250,832	\$256,525	\$256,525	\$313,578	\$57,053
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$664,169	\$695,145	\$695,145	\$836,578	\$141,433
Personnel Costs	\$69,295	\$121,340	\$156,500	\$109,766	(\$11,574)
Operating Expenses	\$877,810	\$572,625	\$642,623	\$725,104	\$152,479
Interdept. Charges	\$2,010	\$1,180	\$1,180	\$1,708	\$528
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$949,115	\$695,145	\$800,303	\$836,578	\$141,433
Operating Inc. /(Loss)	(\$284,946)	-	(\$105,158)	-	-

(a) Interdepartmental revenues from charges to insured departments include Tax Levy funding.



Program Highlights

Interdepartmental revenues include department insurance charges, which increased 24% or \$86,380 to better reflect historical claims payout patterns. Loss payouts have been increasing over the last several years, and chargebacks to departments need to reflect the increased claim costs. Other revenue includes investment income and claims recoveries which decrease \$2,000 based on historical data. Fund Balance (prior years' retained earnings) of \$313,578 is budgeted to help offset department insurance chargeback increases.

Personnel costs decreased \$11,574 due to division restructuring with 75% of the Risk/Purchasing Manager position allocated to Risk Management, of which, 20% is allocated to this Program, and the remaining 25% to the Purchasing division. Operating expenses increase by \$152,479 primarily due to an increase in estimated future claims payments based on historical trends. Interdepartmental charges increase due to anticipated Collections charges for case assignments.



Activity – Risk Management Fund Overall

<u>Output Indicators:</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Actual</u>	2006 <u>Actual</u>	2007 <u>Estimate</u>
Safety Inspections/Surveys	20	18	12	4	20
Safety Meetings	23	19	18	13	15
Training In-services	20	18	19	10	15
Beat Articles/Flyers	2	2	2	1	3
Contracts & Ins Certificates Reviewed	499	507	561	404	405
 <u>Efficiency Indicators:</u>					
Total Purchased Insurance Premium	\$586,723	\$666,926	\$632,437	\$596,890	\$629,577
Cost of Insurance Per \$1,000 of County Expenditures*	\$3.21	\$3.36	\$2.98	\$2.81	\$2.83
Total Risk Mgmt Expenditures	\$1,316,746	\$1,959,441	\$2,963,172	\$2,033,157	\$2,092,748
Cost of Risk Per \$1,000 of County Expenditures*	\$7.20	\$9.99	\$14.59	\$9.78	\$9.53

*excludes capital projects & debt service

Note: Output indicators low in 2006 given 7 month staff vacancy.



Activity – General/Auto Liability & Other Insurance Program

<u>Output Indicators:</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Actual</u>	2006 <u>Actual</u>	2007 <u>Estimate</u>
# Property/Auto Physical Claims	66	51	58	45	52
Paid & Reserve Net of Subrogation	\$126,757	\$141,625	\$351,240	\$165,758	NA
Average Cost Per Claim	\$1,921	\$2,777	\$6,056	\$3,684	NA
Subrogation Collections	\$50,706	\$19,143	\$28,883	\$32,067	NA
# General/Auto Liability Claims	57	60	69	53	72
Paid & Reserve	\$135,694	\$118,511	\$392,829	\$93,555	NA
Average Cost Per Claim	\$2,381	\$1,975	\$5,693	\$1,765	NA

Note: Accident year claims data valued as of 3/31/07.

NA=estimates not available due to need for actuarial analysis.



Activity – Workers' Compensation Program

<u>Output Indicators:</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Actual</u>	2006 <u>Actual</u>	2007 <u>Estimate</u>
# Worker's Compensation Claims	97	122	125	125	148
Paid & Reserve Net of Subrogation	\$547,562	\$437,442	\$692,258	\$714,241	NA
Average Cost Per Claim	\$5,645	\$3,586	\$5,538	\$5,714	NA

Note: Accident year claims data valued as of 04/30/07.

\$ Includes legal expenses and disability pay.

NA=estimates not available due to need for actuarial analysis.

Communications

Administration

Fund Purpose/ Summary/ Capital Projects

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	2006	2007	2007	2008	Change From 2007	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$798,773	\$818,908	\$798,990	\$801,306	(\$17,602)	-2.1%
Appr. Fund Balance (a)(b)	\$28,400	\$9,996	\$9,996	\$64,000	\$54,004	540.3%
Other Revenue	\$2,394	\$1,692	\$2,604	\$2,652	\$960	56.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$829,567	\$830,596	\$811,590	\$867,958	\$37,362	4.5%
Personnel Costs	\$184,808	\$184,674	\$185,363	\$194,133	\$9,459	5.1%
Operating Expenses	\$618,107	\$622,690	\$647,132	\$651,710	\$29,020	4.7%
Interdept. Charges	\$23,046	\$23,232	\$23,232	\$22,115	(\$1,117)	-4.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures (c)	\$825,961	\$830,596	\$855,727	\$867,958	\$37,362	4.5%
Operating Inc./ (Loss) (b)(c)	\$3,606	-	(\$44,137)	-	-	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	0.07	0.07	0.07	0.04	(0.03)
Total	2.42	2.42	2.42	2.39	(0.03)

- (a) Communications includes a Fund Balance appropriation of \$8,400 in 2006 and \$9,996 in 2007 to stabilize charges to departments and a Fund Balance appropriation in 2008 of \$39,000 to stabilize charges to departments and of \$25,000 for depreciation of voice mail system.
- (b) The 2006 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.
- (c) The 2007 estimate exceeds the 2007 Budget. The Department anticipates the need to process an ordinance in the 4th quarter to appropriate additional expenditure authority.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '07	Estimated Operating Impact	A = Annual T = One-Time
200207	Telecommunications Upgrade (a)	2008	\$400,000	50%	\$18,000	A
200705	Voice Mail Replacement (a)	2008	\$250,000	80%	\$15,000	A
200820	IT Infrastructure Upgrade to Wiring Closets (a)	2010	\$800,000	N/A	TBD	A

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

Major Departmental Strategic Outcomes and Objectives for 2008

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.

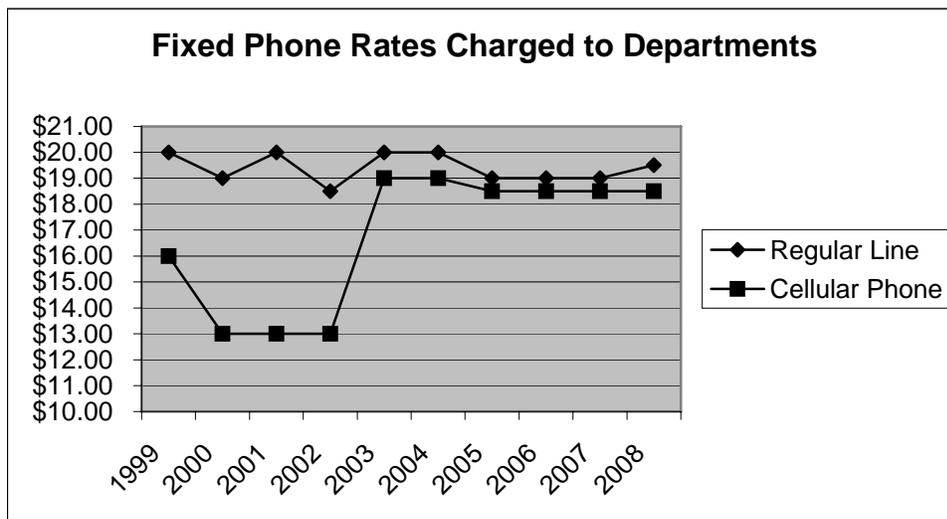
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2006 Actual	2007 Target	2007 Estimate	2008 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:	2006 Actual	2007 Target	2007 Estimate	2008 Target
Average time to clear issue:				
Standard Repair – 6 hours	95%	90%	95%	90%
Announced Move – 14 days	100%	95%	99%	95%



Program Highlights

Interdepartmental revenues decrease by \$6,600 due to reduced number of land lines, reflecting departments removing unneeded lines, partially offset by an increase in the rates charged to departments by \$.50 per line per month, and decrease by \$11,000 due to reduced cell phone chargebacks for variable usage to departments.

Personnel costs increase by \$9,500 due to cost to continue existing staff. Operating expenses increase by \$29,000 mostly due to an increase of \$31,000 for phone services including charges for 911 emergency, number portability, federal universal service fee, advertising, call accounting system, caller ID and voice mail and an increase of \$20,000 for depreciation of the new voice mail system, partially offset by a decrease of \$11,000 for cell phone charges from outside providers and by a decrease of \$7,200 for reduced maintenance by changing from a fixed price maintenance contract to a time and materials price contract for telephone repairs. Interdepartmental charges decrease by \$1,100 mostly due to reduced End User Technology Fund charges.



Activity

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
# of Regular Telephone Lines	1,856	1,858	1,823	1,787	(71)
# of Business Set Lines	180	180	179	179	(1)
# of Cellular Phones	263	263	262	264	1

Collections

Administration

Fund Purpose/ Summary/ Capital Projects

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	2006	2007	2007	2008	Change From 2007	
	Actual	Adopted Budget	Estimate	Budget	\$	%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$73,646	\$70,000	\$70,000	\$73,525	\$3,525	5.0%
Interdepartmental	\$458,071	\$461,150	\$462,000	\$467,775	\$6,625	1.4%
Other Revenue	\$212,941	\$196,751	\$193,000	\$199,950	\$3,199	1.6%
Appr. Fund Balance (a) (b)	\$63,949	\$20,879	\$6,384	\$50,811	\$29,932	143.4%
County Tax Levy (c) (memo)	(\$95,000)	(\$95,000)	(\$95,000)	(\$95,000)	\$0	0.0%
Total Revenue Sources	\$713,607	\$653,780	\$636,384	\$697,061	\$43,281	6.6%
Personnel Costs	\$455,169	\$465,845	\$474,933	\$508,952	\$43,107	9.3%
Operating Expenses	\$82,156	\$147,887	\$90,729	\$145,857	(\$2,030)	-1.4%
Interdept. Charges	\$104,776	\$135,048	\$124,048	\$137,252	\$2,204	1.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$642,101	\$748,780	\$689,710	\$792,061	\$43,281	5.8%
Operating Inc./Loss (b)	\$71,506	(\$95,000)	(\$53,326)	(\$95,000)	-	N/A

Position Summary (FTE)

Regular Positions	5.75	5.75	5.75	5.75	0.00
Extra Help	1.24	1.06	1.06	1.38	0.32
Overtime	0.00	0.00	0.00	0.00	0.00
Total	6.99	6.81	6.81	7.13	0.32

- (a) A Fund Balance appropriation in 2006 of \$27,500 is for the depreciation expense of the Columbia Ultimate Business Systems (CUBS) upgrade and a Fund Balance appropriation in 2006 of \$9,550 is for the depreciation expense of office renovation capitalized costs for a total of \$37,050 in the 2006 Budget. A Fund Balance appropriation in 2007 of \$20,879 is for depreciation expense. A Fund Balance appropriation in 2008 of \$22,345 is for depreciation expense and \$28,466 to maintain Collections internal cost to departments for a total of \$50,811 in the 2008 Budget.
- (b) The 2006 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 (as a memo item) 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 2008, the overall amount of this general Tax Levy reduction totals \$630,000.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '07	Estimated Operating Impact	A = Annual T = One-Time
200710	Collection System Interface(s) (a)	2008	\$100,000	25%	\$15,000	A

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

Major Departmental Strategic Outcomes and Objectives for 2008

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

Objective: 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 50% reduction in the amount of time staff spends on referral processing.

Performance Measure:	2006 Actual	2007 Target	2007 Estimate	2008 Target
Reduced total staff time per referral	N/A	N/A	N/A	25%

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:	2006 Actual	2007 Target	2007 Estimate	2008 Target
Ratio – All Collected Funds*	3.68	3.13	3.37	2.96

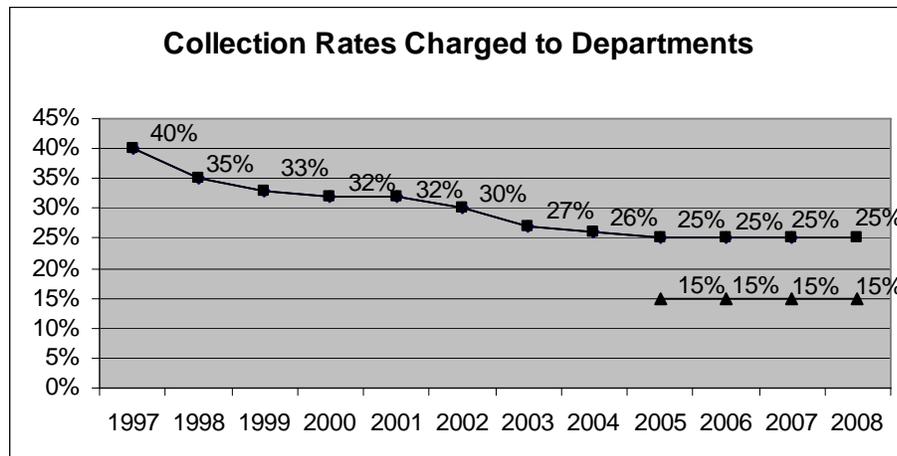
Maintain a recovery % greater than collection agency industry average specific to governmental accounts.

Waukesha Cty. Recovery %	32.4%	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 collecting from and the State's ability to pay provisions.

***Source: American Collectors' Association (Top Annual Collection Markets Survey).



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

Key Outcome Indicator: Average cost per transaction (factoring in # of phone, web, mail, in person transactions).

Performance Measure:	2007 Actual	2008 Target	2009 Target
Reduction in average cost per transaction	N/A	N/A	10%



Program Highlights

Charges for Services revenues increase by \$3,500 due to additional municipal collection contracts and increased collections. Interdepartmental revenues increase \$6,600 due to projected additional collections. Other revenues increase \$3,200 due to increased interest on judgments, of which, is a net of \$39,100 (20% of 2006 actual bail judgment interest collections) shared with the District Attorney. Collection Fund Balance appropriation of \$50,800 is for general depreciation expense and that relating to the collections interface capital project and to maintain Collections internal rates to departments.

Personnel costs increase by \$43,100, and includes the cost to continue existing staff, an increase from the creation of two Senior Collections Specialist positions over the abolishment of two Collections Specialist positions by \$1,650, an increase in temporary extra help of \$9,200, and an increase in health and dental for a change from single to family plans.

Operating expenses decrease by \$2,000 due to a decrease in credit-collection services, partially offset by increased credit card finance charges.

Interdepartmental charges increase by \$2,200 due to increased DOA Business Office charges by \$2,500 to reflect actual usage, increased County-wide overhead by \$1,600, increased End User Technology Fund charges by \$1,500, partially offset by a decrease in postage by \$3,600.

In summary, over 15% of the total costs incurred by this program are for County-wide and departmental indirect costs, depreciation expense, legal support from Corporation Counsel offices, additional support from Department of Administration and end user computer support total cost of personal computer ownership.



Activity

	2006 Actual	2007 Budget	2007 Estimate	2008 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	\$1,179,168	\$1,137,951	\$1,136,700	\$1,185,150	\$47,199
\$ Coll. & Shared with State	\$960,854	\$1,005,000	\$990,000	\$950,000	(\$55,000)
\$ Coll. for Municipal Customers	\$214,795	\$200,000	\$200,000	\$210,000	\$10,000
Total \$ Collected	\$2,354,817	\$2,342,951	\$2,326,700	\$2,345,150	\$2,199
Total \$ Retained by County	\$1,706,066	\$1,670,201	\$1,665,200	\$1,705,750	\$35,549
Accts Referred to Collection Div.	11,571	12,000	12,000	12,000	0
\$ Referred to Collection Division *	\$11,961,225	\$4,800,000	\$10,000,000	\$6,000,000	\$1,200,000
# of External Intergovernmental Customers	19	20	21	22	2

*93.53% of the 2006 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.