

**** GENERAL ADMINISTRATION ****

Functional Area Summary by Agency

| | 2006 Actual | 2007 Adopted Budget | 2007 Estimate | 2008 Budget | Change from 2007 Adopted Budget | |
|---|----------------|---------------------------|------------------|----------------|------------------------------------|--------|
| | | | | | \$ | % |
| * TOTAL GENERAL ADMINISTRATION * | | | | | | |
| Revenues (a) | \$18,566,940 | \$18,273,036 | \$18,813,491 | \$19,205,671 | \$932,635 | 5.1% |
| County Tax Levy (b) (c) (d) | \$1,897,105 | \$1,736,530 | \$1,736,530 | \$1,383,546 | (\$352,984) | -20.3% |
| Expenditure (b) (d) | \$18,120,274 | \$20,060,959 | \$19,859,106 | \$20,622,204 | \$561,245 | 2.8% |
| Rev. Over (Under) Exp. | \$1,407,694 | - | \$739,255 | - | - | N/A |
| Oper Income/(Loss) (c) | \$936,077 | (\$51,393) | (\$48,340) | (\$32,987) | \$18,406 | -35.8% |
| BREAKDOWN BY AGENCY | | | | | | |
| COUNTY EXECUTIVE | | | | | | |
| Revenues | \$20,547 | \$10,500 | \$14,902 | \$10,500 | \$0 | 0.0% |
| County Tax Levy (d) | \$519,712 | \$523,679 | \$523,679 | \$534,144 | \$10,465 | 2.0% |
| Expenditure (d) | \$495,022 | \$534,179 | \$524,251 | \$544,644 | \$10,465 | 2.0% |
| Rev. Over (Under) Exp. | \$45,237 | - | \$14,330 | - | - | N/A |
| COUNTY BOARD | | | | | | |
| Revenues | \$9,358 | \$0 | \$0 | \$0 | \$0 | N/A |
| County Tax Levy (d) | \$1,363,357 | \$1,372,957 | \$1,372,957 | \$1,340,437 | (\$32,520) | -2.4% |
| Expenditure (d) | \$1,285,532 | \$1,372,957 | \$1,359,233 | \$1,340,437 | (\$32,520) | -2.4% |
| Rev. Over (Under) Exp. | \$87,183 | - | \$13,724 | - | - | N/A |
| COUNTY CLERK | | | | | | |
| Revenues (a) | \$237,880 | \$218,820 | \$245,402 | \$354,206 | \$135,386 | 61.9% |
| County Tax Levy (d) | \$335,746 | \$305,087 | \$305,087 | \$315,378 | \$10,291 | 3.4% |
| Expenditure (d) | \$534,762 | \$523,907 | \$450,079 | \$669,584 | \$145,677 | 27.8% |
| Rev. Over (Under) Exp. | \$38,864 | - | \$100,410 | - | - | N/A |
| COUNTY TREASURER | | | | | | |
| Revenues | \$8,191,451 | \$7,746,221 | \$8,281,594 | \$8,189,437 | \$443,216 | 5.7% |
| County Tax Levy (c) (d) | (\$6,982,640) | (\$7,043,776) | (\$7,043,776) | (\$7,493,463) | (\$449,687) | 6.4% |
| Expenditure (d) | \$553,195 | \$702,445 | \$667,875 | \$695,974 | (\$6,471) | -0.9% |
| Rev. Over (Under) Exp. | \$655,616 | - | \$569,943 | - | - | N/A |
| DEPARTMENT OF ADMINISTRATION | | | | | | |
| Revenues (a) (e) | \$9,649,870 | \$9,887,595 | \$9,846,313 | \$10,232,084 | \$344,489 | 3.5% |
| County Tax Levy (b) | \$5,740,685 | \$5,650,685 | \$5,650,685 | \$5,720,685 | \$70,000 | 1.2% |
| Expenditure (b) (e) | \$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 |
| Oper Income/(Loss) (f) | \$936,077 | (\$51,393) | (\$48,340) | (\$32,987) | \$18,406 | -35.8% |
| CORPORATION COUNSEL | | | | | | |
| Revenues | \$457,834 | \$409,900 | \$425,280 | \$419,444 | \$9,544 | 2.3% |
| County Tax Levy (d) | \$920,245 | \$927,898 | \$927,898 | \$966,365 | \$38,467 | 4.2% |
| Expenditure (d) | \$1,238,625 | \$1,337,798 | \$1,332,234 | \$1,385,809 | \$48,011 | 3.6% |
| Rev. Over (Under) Exp. | \$139,454 | - | \$20,944 | - | - | N/A |

- (a) The 2007 budget includes a total of \$1,717,944 of fund balance appropriations which includes: \$1,023,234 for the DOA End User Technology Fund, \$145,951 for DOA Records Management, \$422,884 for DOA Risk Management, \$115,879 for DOA Collections, and \$9,996 for DOA Communications. The 2008 budget includes a total of \$1,712,947 of fund balance appropriations, which includes \$932,938 for the DOA End User Technology Fund, \$72,600 for DOA Records Management, \$463,898 for DOA Risk Management, \$64,000 for DOA Communications, \$50,811 for DOA Collections, \$8,700 for DOA General Fund, and \$120,000 for County Clerk.
- (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 2008 budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund, \$455,026. Total 2007 budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund, \$496,444.
- (c) Revenues in excess of expenditures reduce tax levy funding for other general governmental operations.
- (d) Tax Levy and expenditures for the 2007 budget and 2007 estimate have been restated for the County Executive, County Board, County Clerk, County Treasurer, and Corporation Counsel to adjust for the new End User Technology (EUTF) cost allocation method to be comparable to 2008 budget, based on information technology (IT) resources used, as recommended by Internal Audit.
- (e) The 2007 Budget and 2007 Estimate have been restated for the Department of Administration 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.
- (f) Operating income amounts generated from proprietary fund operations are retained in fund balance and do not result in a reduction of tax levy funding for other operations.

GENERAL ADMINISTRATION

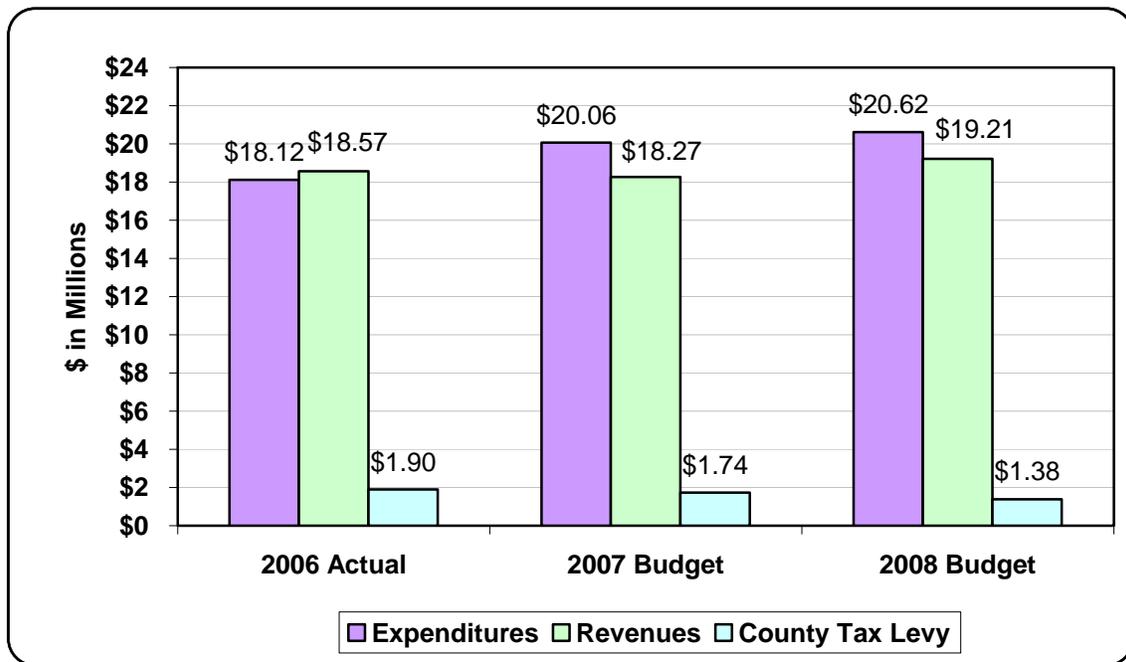
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation of the County.

The agencies headed by an elected official include the **County Executive, County Board, County Clerk, and County Treasurer.**

The agencies that provide central administrative support include: the **Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following proprietary fund operations: **Risk Management, Collections, and Communications. End User Technology Fund** is an internal service fund that performs the County's information technology and records management functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all county elected officials, county agencies, boards, commissions, and committees.

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



The 2008 expenditure budget for this functional area totals \$20,622,204, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$561,245 or 2.8% from the 2007 adopted budget. Budgeted revenues including \$1,712,947 of fund balance appropriations total \$19,205,671, an increase of \$932,635 or 5.1% from the 2007 adopted budget. The tax-levy necessary to fund this functional area totals \$1,383,546, a decrease of \$352,984 or 20.3% less than the 2007 adopted budget.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes from the 2007 budget include:

- **County Clerk** expenditures increase by \$145,677 mostly for higher costs due to more elections in 2008, including the presidential elections. Most of the increase is funded with a one-time General Fund Balance appropriation of \$120,000.
- **County Board** is being reduced by 10 members in April 2008 resulting in \$66,860 in personnel savings for the partial year.
- Revenues in the **Office of the Treasurer** increase over \$443,200. Most of the increase is related to an estimated increase in investment income of \$350,000 as higher rates of return are estimated. Agricultural Use Conversion penalties is budgeted to increase \$50,000 based on current and prior year revenues achieved. Penalties and Interest on delinquent loans increases \$40,000 based on recent trends.
- **DOA-General Fund**, as part of a decision to merge Purchasing and Risk Management divisions in 2007, continues to reduce personnel costs by \$52,400. The DOA General Fund also unfunds 0.50 FTE Senior Information Systems Analyst, reducing personnel costs by \$52,100.
- **DOA-End User Technology** will incorporate a new method of cost allocation for information technology services to other departments, based on a combination of server usage, user Ids and connected devices, as recommended by Internal Audit.
- **DOA-Communication** will continue to seek improved efficiencies and cost-saving measures in providing telephone services while holding down rate changes to county departments.
- **DOA-Collections** division will repay general fund tax levy of \$95,000. Since 2000, the Collection fund has paid \$630,000 back to the general fund to repay startup funding and indirect charges not assessed in prior years. The fund will work with other departments, including the Clerk of Courts and Human Services to improve automation of collection services in 2008.

**BUDGETED POSITIONS 2006-2008
SUMMARY BY AGENCY AND FUND**

GENERAL ADMINISTRATION

| Agency | Fund | 2006 Actual* | 2007 Adopted Budget | 2007 Modified Budget | 2008 Budget | 07-08 Change |
|--------------------------|--------------------------|-----------------|---------------------------|----------------------------|----------------|-----------------|
| COUNTY EXECUTIVE | General | 4.50 | 4.50 | 4.50 | 4.50 | - |
| COUNTY BOARD | General | 9.00 | 9.00 | 9.00 | 9.00 | - |
| COUNTY CLERK | General | 4.00 | 4.00 | 4.00 | 4.00 | - |
| TREASURER | General | 6.00 | 6.00 | 6.00 | 6.00 | - |
| DEPT. OF ADMINISTRATION | General | 62.70 | 51.42 | 51.42 | 51.25 | (0.17) |
| | End User Technology* | 19.00 | 30.20 | 30.20 | 27.45 | (2.75) |
| | Risk Management | 3.20 | 3.20 | 3.20 | 3.20 | - |
| | Communications | 2.35 | 2.35 | 2.35 | 2.35 | - |
| | Collections | 5.75 | 5.75 | 5.75 | 5.75 | - |
| | Subtotal Dept. of Admin. | 93.00 | 92.92 | 92.92 | 90.00 | (2.92) |
| CORPORATION COUNSEL | General | 11.40 | 11.40 | 11.40 | 11.40 | - |
| TOTAL REGULAR POSITIONS | | 127.90 | 127.82 | 127.82 | 124.90 | (2.92) |
| TOTAL EXTRA HELP | | 14.40 | 10.92 | 10.92 | 14.02 | 3.10 |
| TOTAL OVERTIME | | 0.27 | 0.20 | 0.20 | 0.16 | (0.04) |
| TOTAL BUDGETED POSITIONS | | 142.57 | 138.94 | 138.94 | 139.08 | 0.14 |

* The 2006 Actual is restated to reflect the transfer of End User Technology Fund into the Department of Administration from Non-Department in the 2007 Budget.

2008 BUDGET ACTIONS

County Board

Decrease overtime 0.01 FTE

County Clerk

Increase Extra Help 0.42 FTE in Elections
Increase Extra Help 0.07 FTE in Licensing
Increase Extra Help 0.02 FTE in Legislative Support and Administrative Services

Department of Administration - General Fund

Unfund 0.42 FTE Purchasing Manager (0.58 FTE was abolished in 2007)
Unfund 0.50 FTE Senior Information Systems Analyst
Transfer 0.25 FTE Office Services Coordinator to Records Management
Transfer 0.25 FTE Clerk Typist I/II to Risk Management Fund
Transfer 0.25 FTE Risk/Purchasing Manager from Risk Management Fund
Transfer 1.00 FTE Senior Information Systems Professional from End User Technology Fund
Reduce Extra Help 0.03 FTE in Budget
Reduce Extra Help 0.08 FTE in Purchasing

Department of Administration - End User Technology

Unfund 1.00 FTE Senior Information Systems Professional
Unfund 1.00 FTE Information Systems Technician
Transfer 1.00 FTE Sr. Information Systems Professional to DOA General Fund-Info. Tech. Solutions
Transfer 0.25 FTE Office Services Coordinator from DOA General Fund-Administrative Services
Increase Extra Help 2.87 FTE in End User Technology
Reduce Extra Help 0.45 FTE in Records Management

Department of Administration - Risk Management

Transfer 0.25 FTE Risk/Purchasing Manager to DOA General Fund-Purchasing

Transfer 0.25 FTE Clerk Typist I/II from DOA General Fund-Administrative Services

Department of Administration - Communications

Reduce Overtime 0.03 FTE

Department of Administration - Collections

Create 2.00 FTE Senior Collections Specialists

Abolish 2.00 FTE Collections Specialists

Increase Extra Help 0.32 FTE

Corporation Counsel

Reduce extra help 0.04 FTE

2007 CURRENT YEAR ACTIONS

Corporation Counsel

Increase Senior Attorney 1.00 FTE in General Legal Services

Decrease Attorney 1.00 FTE in General Legal Services

Department of Administration - Risk Management

Abolish 1.00 FTE Risk Manager.

Create 1.00 FTE Risk/Purchasing Manager

2007 BUDGET ACTIONS

Department of Administration - Collections

Reduce extra help 0.18 FTE

Department of Administration - Communications

Transfer 0.10 FTE Information Systems Manager to General Fund.

Transfer 0.10 FTE Information Systems Technician to End User Technology Fund

Department of Administration - End User Technology

Transfer 1.00 FTE Solutions Administrator to General Fund

Transfer 1.00 FTE Principal Applications Analyst to General Fund

Transfer 3.00 FTE Senior Applications Analyst to General Fund

Reduce Extra Help 3.28 FTE

Department of Administration - General Fund

Abolish 0.58 FTE Purchasing Manager

Abolish 1.00 FTE Senior Buyer in Purchasing

Abolish 0.50 FTE Clerk Typist II

Create 1.00 FTE Principal Buyer in Purchasing

Transfer 1.00 FTE Business Services Administrator to End User Technology Fund

Transfer 0.80 FTE Infrastructure Administrator to End User Technology Fund

Transfer 8.00 FTE Principal Information Systems Professionals to End User Technology Fund

Transfer 4.00 FTE Senior Information Systems Professionals to End User Technology Fund

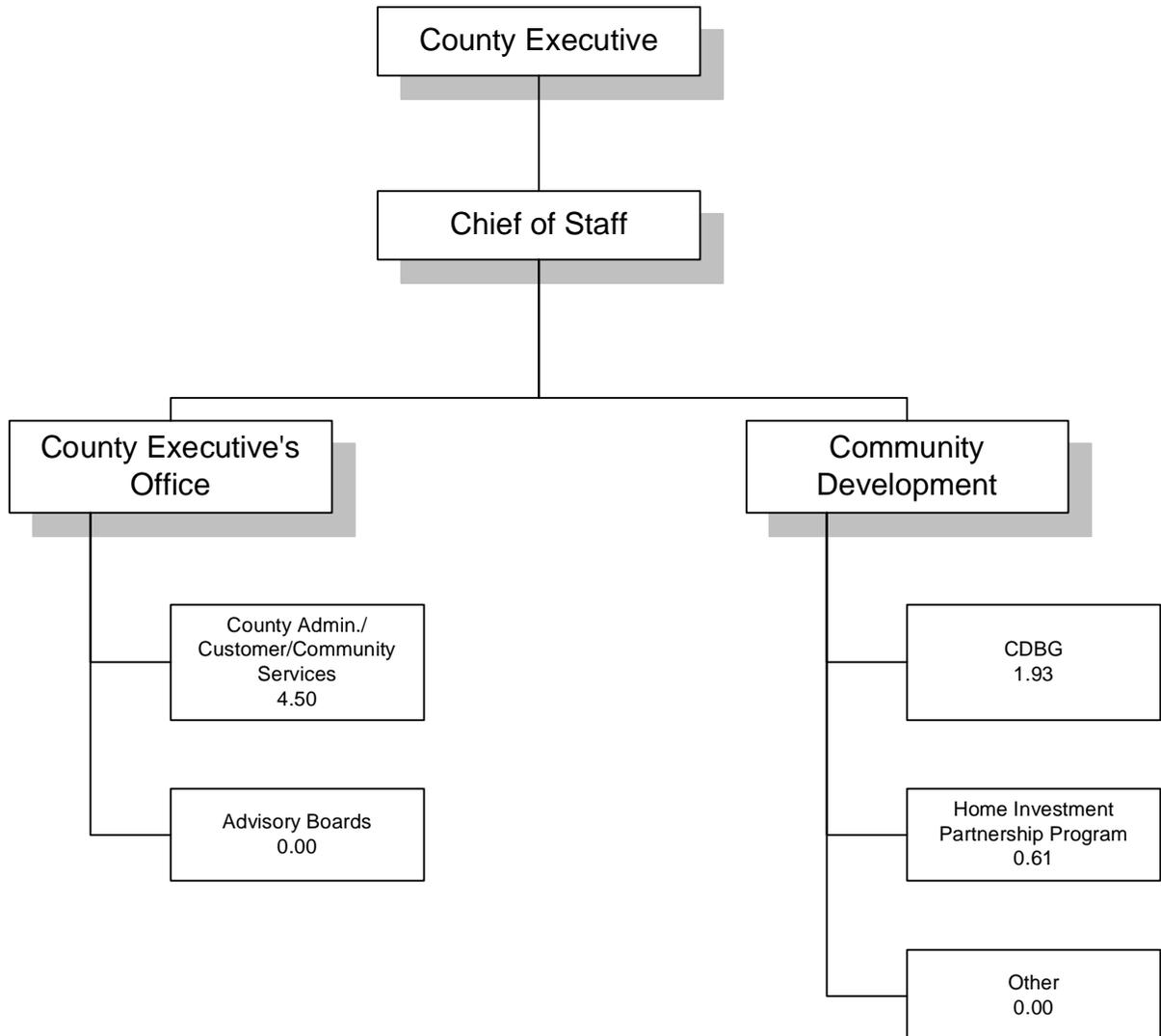
Transfer 1.50 FTE Information Systems Technicians to End User Technology Fund

Increase extra help 0.06 FTE

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

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



7.04 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

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of county government, which are not vested in other elected officials. In partnership with the County Board of Supervisors and boards and commissions, county government policy is established. In addition, the County Executive is also responsible for overseeing the activities of the Community Development programs.

| Financial Summary | 2006 | 2007 | 2007 | 2008 | Change From 2007 | |
|------------------------------|------------------|--------------------|--------------------|------------------|-------------------|-------------|
| | Actual | Adopted Budget (c) | Estimate (a)(b)(c) | Budget | 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) | \$10,169 | \$10,500 | \$10,500 | \$10,500 | \$0 | 0.0% |
| Appr. Fund Balance (b) | \$10,378 | \$0 | \$4,402 | \$0 | \$0 | N/A |
| County Tax Levy (c) | \$519,712 | \$523,679 | \$523,679 | \$534,144 | \$10,465 | 2.0% |
| Total Revenue Sources | \$540,259 | \$534,179 | \$538,581 | \$544,644 | \$10,465 | 2.0% |
| Expenditures | | | | | | |
| Personnel Costs | \$431,982 | \$457,376 | \$449,112 | \$464,680 | \$7,304 | 1.6% |
| Operating Expenses | \$41,142 | \$51,953 | \$51,489 | \$55,723 | \$3,770 | 7.3% |
| Interdept. Charges (c) | \$21,898 | \$24,850 | \$23,650 | \$24,241 | (\$609) | -2.5% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$495,022 | \$534,179 | \$524,251 | \$544,644 | \$10,465 | 2.0% |
| Rev. Over (Under) Exp. | \$45,237 | - | \$14,330 | - | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions | 4.50 | 4.50 | 4.50 | 4.50 | 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 | 4.50 | 4.50 | 4.50 | 4.50 | 0.00 |

- (a) The revenue primarily relates to the County Executive award luncheon.
- (b) Appropriated fund balance for the 2007 estimate includes an approved carry over from the 2006 budget to 2007.
- (c) The tax levy and Interdepartmental charge expenditures for 2007 are restated to adjust for the new End User Technology (EUTF) cost allocation method to be comparable to 2008 budget, based on Information Technology (IT) resources used, as recommended by Internal Audit.

Major Departmental Strategic Outcomes and Objectives for 2008

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: | 2006 Actual | 2007 Actual | 2008 Target |
|----------------------|----------------|----------------|----------------|
| County's Bond Rating | AAA/Aaa | AAA/Aaa | AAA/Aaa |

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: Continued growth in the County's equalized value.

| Performance Measure: | 2006 Budget | 2007 Budget | 2008 Budget |
|---|----------------|----------------|-----------------|
| Equalized values* (including Tax Incremental Districts (TID)) | \$45.5 Billion | \$49.5 Billion | \$51.99 Billion |

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

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

Objective 3: Maintain a low, value-added county tax rate at or below the state's levy limit (tax freeze).

Key Outcome Indicator: County tax levy will grow at a rate no greater than net new construction as determined annually by the state Department of Revenue.

| Performance Measure: | 2006 Actual | 2007 Budget | 2008 Target |
|--|----------------|----------------|----------------|
| County Tax impact on the average house compared to new construction growth | <2.9% | <2.58% | <2.028% |

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

Objective 4: Provide constituents with timely, courteous and professional assistance and service.

Key Outcome Indicator: Percent of positive, unsolicited responses generated from the Citizen Comment Card.

| Performance Measure: | 2006 Actual | 2007 Target | 2007 Estimate | 2008 Target |
|--------------------------------------|----------------|----------------|------------------|----------------|
| Percent of positive survey responses | 76% | 70% | 78% | 80% |

County Administration/Customer/Community Services

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

Program Description

The County Executive is responsible for the preparation of strategic plans, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive also has responsibility for directing the Community Development functions. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

| | 2006 Actual | 2007 Budget (c) | 2007 Estimate (a) | 2008 Budget | Budget Change |
|----------------------------|------------------|--------------------|----------------------|------------------|------------------|
| Staffing (FTE) | 4.50 | 4.50 | 4.50 | 4.50 | 0.00 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue (a) | \$10,169 | \$10,500 | \$10,500 | \$10,500 | \$0 |
| Appr. Fund Balance (b) | \$10,378 | \$0 | \$4,402 | \$0 | \$0 |
| County Tax Levy (c) | \$480,365 | \$483,932 | \$483,932 | \$499,025 | \$15,093 |
| Total Revenues | \$500,912 | \$494,432 | \$498,834 | \$509,525 | \$15,093 |
| Personnel Costs | \$407,072 | \$427,103 | \$418,839 | \$440,085 | \$12,982 |
| Operating Expenses | \$33,806 | \$42,479 | \$42,015 | \$45,199 | \$2,720 |
| Interdept. Charges (c) | \$21,898 | \$24,850 | \$23,650 | \$24,241 | (\$609) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$462,776 | \$494,432 | \$484,504 | \$509,525 | \$15,093 |
| Rev. Over (Under) Exp. | \$38,136 | - | \$14,330 | - | - |

- (a) The revenue primarily relates to the County Executive award luncheon.
- (b) Appropriated fund balance for the 2007 estimate includes an approved carry over from the 2006 budget to 2007 to be used for a Library consultant.
- (c) The tax levy and Interdepartmental charges expenditure for 2007 are restated to adjust for the new End User Technology (EUTF) cost allocation method to be comparable to 2008 budget, based on Information Technology (IT) resources used, as recommended by Internal Audit.



Program Highlights

Personnel cost for the 2008 budget increases primarily due to costs to continue the existing 4.50 FTE staff. Operating expenditures increase by \$2,720 mostly due to minor increases in supplies, equipment maintenance and consulting services accounts.



Activity

| | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|--|----------------|----------------|------------------|----------------|------------------|
| Dept. Heads Reporting to County Exec. | 10 | 10 | 10 | 10 | 0 |
| County Staff Eligible for Performance Pay Plan | 327 | 339 | 338 | 357 | 18 |

Advisory Boards

Program Description

The County Executive has the authority to appoint department heads and all members of boards and commissions. The Boards and Commissions advise the County Executive and departments on policy issues.

| | 2006 Actual | 2007 Budget | 2007 Estimate (a) | 2008 Budget | Budget Change |
|---------------------------|-----------------|-----------------|----------------------|-----------------|------------------|
| Staffing (FTE) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$39,347 | \$39,747 | \$39,747 | \$35,119 | (\$4,628) |
| Total Revenues | \$39,347 | \$39,747 | \$39,747 | \$35,119 | (\$4,628) |
| Personnel Costs | \$24,910 | \$30,273 | \$30,273 | \$24,595 | (\$5,678) |
| Operating Expenses | \$7,336 | \$9,474 | \$9,474 | \$10,524 | \$1,050 |
| Interdept. Charges | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$32,246 | \$39,747 | \$39,747 | \$35,119 | (\$4,628) |
| Rev. Over (Under) Exp. | \$7,101 | - | - | - | - |



Program Highlights

Personnel costs for advisory boards and commissions are expected to decrease by \$5,678 because the Community Development Block Grant (CDBG) Board will be funded in the CDBG budget beginning in 2008. Operating expenditures increase by \$1,050 related to minor travel and training reimbursement costs estimated for Boards and Commissions.



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.

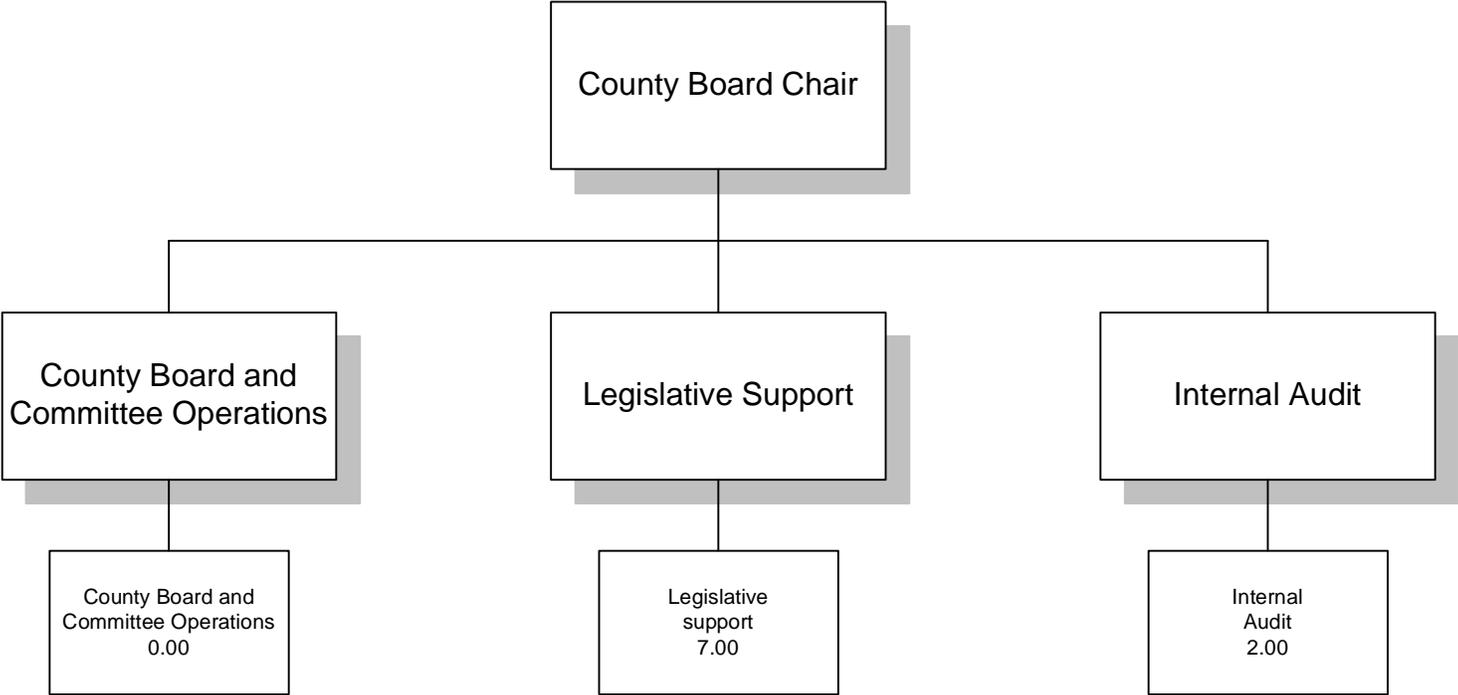
| | Boards & Commissions Members | | Avg. Meetings Per Month |
|---|---------------------------------|----------|----------------------------|
| | Co. Board | Citizens | |
| Health & Human Services Board | 5 | 4 | 1.4 |
| Park & Planning Commission | 3 | 6 | 2.0 |
| Commission on Aging | 3 | 9 | 1.0 |
| Federated Library Board | 2 | 5 | 1.0 |
| Housing Authority | 2 | 3 | 1.0 |
| Wisconsin River Rail Transit Commission | 2 | 1 | 0.33 |
| Airport Commission | 1 | 4 | 1.0 |
| Board of Adjustment | 0 | 5 | 2.0 |
| Ethics Board | 0 | 4 | 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 Sheriff Civil Service Commission which is included in the DOA - Human Resource budget, and the Veteran Service Commission which is included in the Veteran Services office budget.

Also, employees are appointed to the Future Parkland Standing Committee; Superior Emerald Park Standing Committee and Waste Management's Metro Landfill Monitoring Committee.

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



9.00 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.

General Fund

**County Board Statement of Purpose/
Summary**

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, welfare and quality of the life of the people of Waukesha County in a fiscally responsible manner.

The legislative body of the County is the Board of Supervisors, which consists of 35 members (25 members beginning April of 2008) who are elected by districts to two-year terms in even numbered years. From its members, the Board elects a Chairperson, First Vice-Chairperson, and Second Vice-Chairperson as officers of the County Board. There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Personnel Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

| Financial Summary | 2006 | 2007 | 2007 | 2008 | Change From 2007 | |
|------------------------------|--------------------|-----------------------|--------------------|--------------------|---------------------|--------------|
| | Actual (a) | Adopted Budget (b) | Estimate (b) | 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) | \$9,358 | \$0 | \$0 | \$0 | \$0 | N/A |
| County Tax Levy | \$1,363,357 | \$1,372,957 | \$1,372,957 | \$1,340,437 | (\$32,520) | -2.4% |
| Total Revenue Sources | \$1,372,715 | \$1,372,957 | \$1,372,957 | \$1,340,437 | (\$32,520) | -2.4% |
| Expenditures | | | | | | |
| Personnel Costs | \$1,160,130 | \$1,209,152 | \$1,208,282 | \$1,173,741 | (\$35,411) | -2.9% |
| Operating Expenses (a) | \$89,659 | \$132,135 | \$122,368 | \$135,278 | \$3,143 | 2.4% |
| Interdept. Charges (b) | \$35,743 | \$31,670 | \$28,583 | \$31,418 | (\$252) | -0.8% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$1,285,532 | \$1,372,957 | \$1,359,233 | \$1,340,437 | (\$32,520) | -2.4% |
| Rev. Over (Under) Exp. | \$87,183 | - | \$13,724 | - | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|---------------|
| Regular Positions | 9.00 | 9.00 | 9.00 | 9.00 | 0.00 |
| Extra Help | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Overtime | 0.00 | 0.01 | 0.00 | 0.00 | (0.01) |
| Total | 9.00 | 9.01 | 9.00 | 9.00 | (0.01) |

(a) Appropriated fund balance for 2006 is due to the purchase order (encumbrance) of \$9,358 carried over from 2005 for the library consolidation study paid out in 2006.

(b) The Interdepartmental expenditures and tax levy for 2007 are restated to adjust for the new End User Technology (EUTF) cost allocation method as recommended by internal audit to be comparable to 2008.

Major Departmental Strategic Outcomes and Objectives for 2008

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management policy and practices to help lower borrowing costs and tax rate.

Key Outcome Indicator: The bond rating status is reflective of the county's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:

| | 2006 Actual | 2007 Actual | 2008 Target |
|----------------------|----------------|----------------|----------------|
| County's Bond Rating | AAA/Aaa | AAA/Aaa | AAA/Aaa |

Objective 2: Create an environment that promotes county-wide economic development.

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

Performance Measure:

| | 2006 Budget | 2007 Budget | 2008 Budget |
|---|----------------|----------------|-----------------|
| Equalized values* (including Tax Incremental Districts (TID)) | \$45.5 billion | \$49.5 billion | \$51.99 billion |

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

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

Objective 3: Conduct research, provide analysis and make recommendations that result in cost effective services for taxpayers. (Legislative Support)

Key Outcome Indicator: Reduction in tax rate is one factor to demonstrate cost effectiveness of services reliant on tax levy.

Performance Measure:

| | 2006 Actual | 2007 Target | 2007 Estimate | 2008 Target |
|---|----------------|----------------|---------------|----------------|
| Tax rate changes (Brackets mean reductions.) | (6.95%) | <0% | (6.77%) | <0% |

Objective 4: Complete operational, performance and financial audits to promote efficiency, economy and adequate internal controls. (Internal Audit)

Complete audit of the Department of Health and Human Services Intake and Shared Services Division, Information Technology Network Services, Vehicle/Equipment Replacement Fund and Community Development Block Grant.

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: Cost effective services delivered with competence and skill

Program Description

Provides for the directing of the day-to-day activities of the County Board's professional, audit, and secretarial staff, support to the seven standing committees, legislative and lobbying effort for the County, and research, analysis, evaluation, and recommendations to the County Board and its committees.

| | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 7.00 | 7.01 | 7.00 | 7.00 | (0.01) |
| 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 | \$637,150 | \$646,402 | \$646,402 | \$678,144 | \$31,742 |
| Total Revenues | \$637,150 | \$646,402 | \$646,402 | \$678,144 | \$31,742 |
| Personnel Costs | \$575,436 | \$598,176 | \$604,520 | \$627,732 | \$29,556 |
| Operating Expenses | \$16,356 | \$26,490 | \$25,248 | \$29,233 | \$2,743 |
| Interdept. Charges | \$25,739 | \$21,736 | \$20,896 | \$21,179 | (\$557) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$617,531 | \$646,402 | \$650,664 | \$678,144 | \$31,742 |

| | | | | | |
|------------------------|----------|---|-----------|---|---|
| Rev. Over (Under) Exp. | \$19,619 | - | (\$4,262) | - | - |
|------------------------|----------|---|-----------|---|---|



Program Highlights

Personnel costs increase primarily due to across-the-board increases and benefit cost increases for existing staff.

- Planned elimination of the capital plan bus tour in 2008.
- Staff works to seamlessly transition new twenty-five member board in April 2008.
- Recommendations are incorporated into state statutes and budgets in order to enhance the state and local partnership.
- Staff enhances knowledge and visibility of policy issues regarding planning, transportation, services and infrastructure.



| Activity- Workload Data | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|---|----------------|----------------|------------------|----------------|------------------|
| Committee agenda/minutes prepared | 289 | 300 | 300 | 300 | 0 |
| Advisement to committees by staff | 386 | 250 | 250 | 230 | (20) |
| Staff participation in community events/mtgs/confs. | 117 | 110 | 110 | 110 | 0 |
| Meetings w/ Legislators/Advisory groups | 245 | 250 | 250 | 225 | (25) |

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Provide funds for the personnel and direct costs associated with the thirty-four (twenty-five as of April 2008) County Board supervisors, its Committees, and the professional associations to which it belongs.

| | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|-------------------|
| Staffing (FTE) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$9,358 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$483,859 | \$479,507 | \$479,507 | \$412,697 | (\$66,810) |
| Total Revenues | \$493,217 | \$479,507 | \$479,507 | \$412,697 | (\$66,810) |
| Personnel Costs | \$361,558 | \$379,140 | \$376,470 | \$312,280 | (\$66,860) |
| Operating Expenses | \$67,123 | \$95,820 | \$91,970 | \$95,870 | \$50 |
| Interdept. Charges | \$1,890 | \$4,547 | \$2,300 | \$4,547 | \$0 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$430,571 | \$479,507 | \$470,740 | \$412,697 | (\$66,810) |

| | | | | | |
|------------------------|----------|---|---------|---|---|
| Rev. Over (Under) Exp. | \$62,646 | - | \$8,767 | - | - |
|------------------------|----------|---|---------|---|---|

Program Highlights

Savings of \$66,866 in personnel costs attributable to board size change from thirty-five to twenty-five supervisors beginning April 2008.

Operating expense inflationary increases are offset by the decreased number of county board supervisors. There have been no fee increases in 2008 for membership in the National Association of Counties or Wisconsin Counties Association.

County board approves a capital plan and budget on a timely basis which promotes economic growth throughout the county.



| Activity Data | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|--------------------------------------|----------------|----------------|------------------|----------------|------------------|
| Ordinances/Resolutions considered | 236 | 150 | 150 | 150 | 0 |
| County Board meetings attended | 510 | 650 | 650 | 550 | (100) |
| Standing Committee meetings attended | 1020 | 1,000 | 950 | 950 | (50) |

Internal Audit

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

Program Description

Internal Audit is an independent function of the legislative branch of the County, and is responsible for conducting operational, performance and financial audits of County operations for the purpose of promoting efficiency, economy, and adequate internal controls.

| | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 2.00 | 2.00 | 2.00 | 2.00 | 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 | \$242,348 | \$247,048 | \$247,048 | \$249,596 | \$2,548 |
| Total Revenues | \$242,348 | \$247,048 | \$247,048 | \$249,596 | \$2,548 |
| Personnel Costs | \$223,136 | \$231,836 | \$227,292 | \$233,729 | \$1,893 |
| Operating Expenses | \$6,180 | \$9,825 | \$5,150 | \$10,175 | \$350 |
| Interdept. Charges | \$8,114 | \$5,387 | \$5,387 | \$5,692 | \$305 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$237,430 | \$247,048 | \$237,829 | \$249,596 | \$2,548 |

| | | | | | |
|------------------------|---------|---|---------|---|---|
| Rev. Over (Under) Exp. | \$4,918 | - | \$9,219 | - | - |
|------------------------|---------|---|---------|---|---|

Program Highlights

Personnel costs increase primarily due to across-the-board increases and benefit cost increases for existing staff.

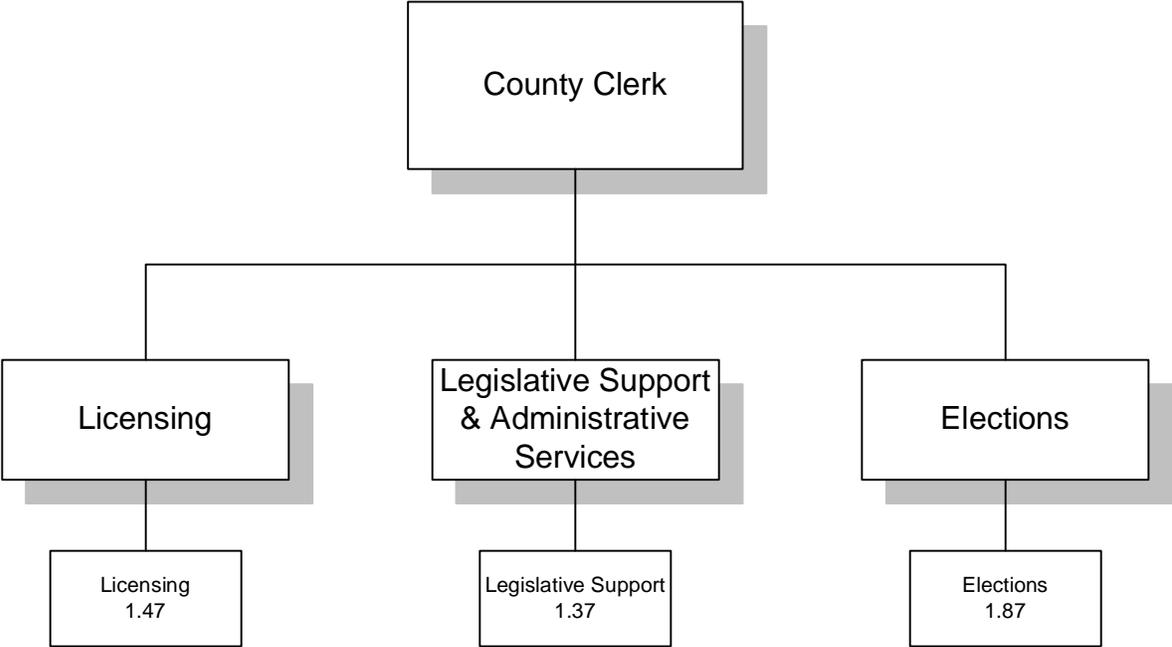
- Audits in 2008 help ensure safeguarding of county assets, management integrity and reliability.
- Internal audit identifies cost-effective controls throughout county operations.
- Recommendations assist administration, taxpayers and legislators improving operations of Waukesha County.
- Internal audit completes audits of Department of Health and Human Services Intake/Shared Services Division, Information Technology Network Services, Vehicle/Equipment Replacement Fund and Community Development Block Grant.

| Activity- Workload Data | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|--|----------------|----------------|------------------|----------------|------------------|
| Financial/internal control/compliance reviews | 2 | 4 | 3 | 3 | (1) |
| Program evaluations/operational reviews | 3 | 3 | 3 | 4 | 1 |
| 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 |



COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



4.71 TOTAL FTE'S

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

Statement of Purpose

The 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 | 2006 | 2007 | 2007 | 2008 | Change From 2007 | |
|------------------------------|------------------|--------------------|------------------|------------------|------------------|--------------|
| | Actual | Adopted Budget (a) | Estimate (a)(b) | Budget (b) | Adopted Budget | |
| | | | | | \$ | % |
| Revenues | | | | | | |
| General Government | \$15,523 | \$50,500 | \$45,000 | \$50,500 | \$0 | 0.0% |
| Fine/Licenses | \$172,918 | \$159,000 | \$179,000 | \$174,000 | \$15,000 | 9.4% |
| Charges for Services | \$11,604 | \$6,020 | \$7,820 | \$7,606 | \$1,586 | 26.3% |
| Interdepartmental | \$474 | \$0 | \$258 | \$300 | \$300 | N/A |
| Other Revenue | \$1,937 | \$3,300 | \$1,875 | \$1,800 | (\$1,500) | -45.5% |
| Appr. Fund Balance (b) | \$35,424 | \$0 | \$11,449 | \$120,000 | \$120,000 | N/A |
| County Tax Levy (a) | \$335,746 | \$305,087 | \$305,087 | \$315,378 | \$10,291 | 3.4% |
| Total Revenue Sources | \$573,626 | \$523,907 | \$550,489 | \$669,584 | \$145,677 | 27.8% |
| Expenditures | | | | | | |
| Personnel Costs | \$291,361 | \$294,239 | \$285,947 | \$322,461 | \$28,222 | 9.6% |
| Operating Expenses | \$209,602 | \$185,142 | \$119,409 | \$300,722 | \$115,580 | 62.4% |
| Interdept. Charges | \$33,799 | \$44,526 | \$44,723 | \$46,401 | \$1,875 | 4.2% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$534,762 | \$523,907 | \$450,079 | \$669,584 | \$145,677 | 27.8% |
| Rev. Over (Under) Exp. | \$38,864 | - | \$100,410 | - | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Extra Help | 0.20 | 0.20 | 0.20 | 0.71 | 0.51 |
| Overtime | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | 4.20 | 4.20 | 4.20 | 4.71 | 0.51 |

- (a) Tax levy and interdepartmental charges for 2007 are restated to adjust for the new End User Technology (EUTF) cost allocation method to be comparable to 2008 budget, based on information technology (IT) resources used, as recommended by Internal Audit.
- (b) 2007 Estimate includes fund balance for purchase order carryovers from 2006 into 2007. 2008 Budget reflects one-time General Fund Balance appropriation for greater expenses related to the 2008 Presidential Elections.

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 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

Major Departmental Strategic Outcomes and Objectives for 2008

Countywide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective: Providing flexible hours, to allow public access beyond normal business hours to improve customer service.

Key Outcome Indicator: Surveying customers of hours offered

Performance Measure: Percentage of customers satisfied with extended office hours.

| | 2006 Actual | 2007 Target | 2007 Estimate | 2008 Target |
|-----------------------------------|----------------|----------------|------------------|----------------|
| Percentage of satisfied customers | N/A | N/A | N/A | 99% |

| | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|---------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Staffing (FTE) | 1.40 | 1.40 | 1.40 | 1.47 | 0.07 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fine/Licenses | \$172,918 | \$159,000 | \$179,000 | \$174,000 | \$15,000 |
| Charges for Services | \$11,130 | \$5,820 | \$7,660 | \$7,406 | \$1,586 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$424 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | (\$53,909) | (\$44,938) | (\$44,938) | (\$54,223) | (\$9,285) |
| Total Revenues | \$130,563 | \$119,882 | \$141,722 | \$127,183 | \$7,301 |
| Personnel Costs | \$92,781 | \$86,866 | \$83,210 | \$92,362 | \$5,496 |
| Operating Expenses | \$11,871 | \$12,629 | \$13,540 | \$14,326 | \$1,697 |
| Interdept. Charges | \$14,286 | \$20,387 | \$20,628 | \$20,495 | \$108 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$118,938 | \$119,882 | \$117,378 | \$127,183 | \$7,301 |
| Rev. Over (Under) Exp. | \$11,625 | - | \$24,344 | - | - |



Program Highlights

Marriage license revenues are estimated to remain at 2007 budget levels of \$129,000 based on past experience. Passport application fees will increase by \$15,000 to \$45,000 and passport photo fees will increase by \$1,806 to \$6,806 due, in part, to federal regulations requiring passports for travel to Mexico and Canada. However, the federal government may reduce individual passport fees retained by the County in 2008. The additional passport revenue will allow the program to increase its net negative levy by \$9,285 and contribute to partially reducing the tax levy for other program areas of this Department by \$54,223 in 2008. Personnel costs increase by \$5,496 to \$92,363 reflecting the cost to continue for 1.40 FTE and an additional \$1,832 for 0.07 FTE in temporary extra help. Operating costs increase \$1,697 largely related to \$1,197 in additional film expenditure appropriations as the demand for passport photographs increase.

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



| | 2004 <u>Actual</u> | 2005 <u>Actual</u> | 2006 <u>Actual</u> | 2007 <u>Budget</u> | 2007 <u>Estimate</u> | 2008 <u>Budget</u> | Budget <u>Change</u> |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|-----------------------|-------------------------|
| Marriage Licenses | 2,039 | 2,051 | 1,979 | 2,051 | 2,051 | 2,051 | 0 |
| Dog Licenses | 19,960 | 18,864 | 18,994 | 19,000 | 19,000 | 19,000 | 0 |
| Passports Appl. | 816 | 1,292 | 1,664 | 1,300 | 1,833 | 2,050 | 750 |

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 partnering municipalities in the Statewide Voter Registration System (SVRS) to maintain compliance with federal election statutes.

| | 2006 Actual | 2007 Budget (a) | 2007 Estimate | 2008 Budget | Budget Change |
|---------------------------|------------------|--------------------|------------------|------------------|------------------|
| Staffing (FTE) | 1.45 | 1.45 | 1.45 | 1.87 | 0.42 |
| General Government | \$15,523 | \$50,500 | \$45,000 | \$50,500 | \$0 |
| Charges for Services | \$0 | \$50 | \$25 | \$50 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$35,000 | \$0 | \$11,449 | \$120,000 | \$120,000 |
| County Tax Levy | \$269,102 | \$228,686 | \$228,686 | \$242,200 | \$13,514 |
| Total Revenues | \$319,625 | \$279,236 | \$285,160 | \$412,750 | \$133,514 |
| Personnel Costs | \$107,299 | \$110,208 | \$107,805 | \$128,787 | \$18,579 |
| Operating Expenses (a) | \$190,259 | \$154,755 | \$91,511 | \$268,638 | \$113,883 |
| Interdept. Charges | \$8,180 | \$14,273 | \$14,273 | \$15,325 | \$1,052 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$305,738 | \$279,236 | \$213,589 | \$412,750 | \$133,514 |
| Rev. Over (Under) Exp. | \$13,887 | - | \$71,571 | - | - |

(a) Restated figures: In 2007, the Department shifted \$6,500 in advertising and legal notice expenses from the Elections program to the Legislative Support and Administrative Services program.



Program Highlights

General Government revenue, which consists of a municipal reimbursement for assistance in implementing the SVRS as well as a municipal reimbursement for the cost of preparing ballots, remains at the 2007 budget level of \$50,500. The program tax levy increases by \$13,514 to a total of \$242,200. One-time election costs are covered through an appropriation of General Fund Balance of \$120,000.

Elections program expenditures increase by \$133,514 to a total of \$412,750, in line with the last presidential election year. Personnel expenditures increase by \$18,579 to a total of \$128,787. This includes an increase of \$10,870 in temporary extra help. Operating costs increase by \$113,883 mostly for ballot and other election expenditures. State-mandated advertising and legal notice expenditure appropriations increase by \$6,100 to \$21,000 due to the higher number of elections and increased costs of newspaper advertising. For 2008, the Department will shift \$12,215 in base contracted services appropriations to temporary extra help mainly for continuing the implementation of SVRS and additional election work.



Activity

According to the 2000 Census, Waukesha County began this decade with over 280,000 eligible voters. However, the number of registered voters declined from 282,914 in 2006 to 265,337 in 2008 as a result of the elimination of duplicate voter registrations, as determined through the Statewide Voter Registration process.

| | 2004 | 2005 | 2006 | 2007 | 2008 |
|--|---------|---------|---------|---------|---------|
| Number of Waukesha County Registered Voters | 236,688 | 282,914 | 282,914 | 265,337 | 265,337 |

Legislative Support and Administrative Services

Program Description

Clerk of the County Board of Supervisors, custodian of all records of the board and all other records as required to be filed by statutes. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support, including actively working on business continuity, the county accounting system, and annual budget for the department. The County Clerk is responsible for posting agendas and minutes. Many times the office is the first place residents call to get transferred to the appropriate department.

| | 2006 Actual | 2007 Budget (a) | 2007 Estimate | 2008 Budget | Budget Change |
|---------------------------|------------------|--------------------|------------------|------------------|------------------|
| Staffing (FTE) | 1.35 | 1.35 | 1.35 | 1.37 | 0.02 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$474 | \$150 | \$135 | \$150 | \$0 |
| Interdepartmental | \$474 | \$0 | \$258 | \$300 | \$300 |
| Other Revenue | \$1,937 | \$3,300 | \$1,875 | \$1,800 | (\$1,500) |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$120,553 | \$121,339 | \$121,339 | \$127,401 | \$6,062 |
| Total Revenues | \$123,438 | \$124,789 | \$123,607 | \$129,651 | \$4,862 |
| Personnel Costs | \$91,281 | \$97,165 | \$94,932 | \$101,312 | \$4,147 |
| Operating Expenses (a) | \$7,472 | \$17,758 | \$14,358 | \$17,758 | \$0 |
| Interdept. Charges | \$11,333 | \$9,866 | \$9,822 | \$10,581 | \$715 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$110,086 | \$124,789 | \$119,112 | \$129,651 | \$4,862 |

| | | | | | |
|------------------------|----------|---|---------|---|---|
| Rev. Over (Under) Exp. | \$13,352 | - | \$4,495 | - | - |
|------------------------|----------|---|---------|---|---|

(a) Restated figures: In 2007, the Department shifted \$6,500 in advertising and legal notice expenses from the Elections program to the Legislative Support and Administrative Services program.



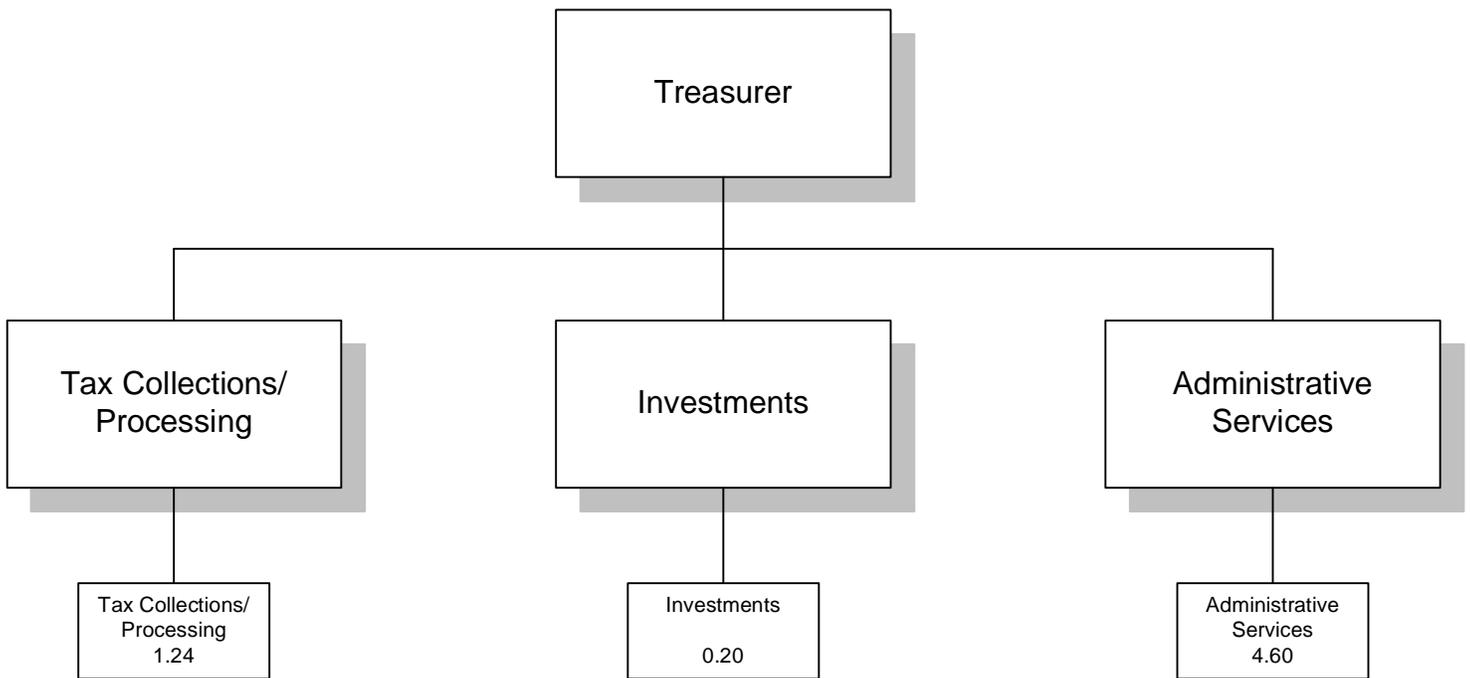
Program Highlights

Other Revenues generated from reimbursement payments for hosting municipal clerk meetings decline by \$1,500 to better reflect experience. County tax levy for this program area increases by \$6,062 to \$127,401 to cover cost to continue expenditure increases.

Personnel expenditures increase by \$4,174 to a total of \$101,312 reflecting the cost to continue for 1.35 FTE and an additional \$508 for 0.02 FTE in temporary extra help. Interdepartmental charges increase by \$715 to \$10,581.

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



6.04 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.

General Fund

**County Treasurer Statement of Purpose/
Summary/
Capital Projects**

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 | 2006 | 2007 | 2007 | 2008 | Change From 2007 | |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|--------------------|--------------|
| | Actual | Adopted Budget (b) | Estimate (b) | Budget | Adopted Budget | |
| | | | | | \$ | % |
| Revenues | | | | | | |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$356,583 | \$200,000 | \$200,000 | \$250,000 | \$50,000 | 25.0% |
| Charges for Services | \$94,054 | \$94,992 | \$83,444 | \$94,992 | \$0 | 0.0% |
| Interdepartmental | \$12,435 | \$22,429 | \$21,900 | \$25,645 | \$3,216 | 14.3% |
| Other Revenue (a) | \$7,727,868 | \$7,428,800 | \$7,976,250 | \$7,818,800 | \$390,000 | 5.2% |
| Appr. Fund Balance | \$511 | \$0 | \$0 | \$0 | \$0 | N/A |
| County Tax Levy/ (Credit) (b) | (\$6,982,640) | (\$7,043,776) | (\$7,043,776) | (\$7,493,463) | (\$449,687) | -6.4% |
| Total Revenue Sources (a) | \$1,208,811 | \$702,445 | \$1,237,818 | \$695,974 | (\$6,471) | -0.9% |
| Expenditures | | | | | | |
| Personnel Costs | \$305,586 | \$370,637 | \$350,330 | \$369,100 | (\$1,537) | -0.4% |
| Operating Expenses | \$136,831 | \$228,981 | \$216,675 | \$215,572 | (\$13,409) | -5.9% |
| Interdept. Charges | \$110,778 | \$102,827 | \$100,870 | \$111,302 | \$8,475 | 8.2% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$553,195 | \$702,445 | \$667,875 | \$695,974 | (\$6,471) | -0.9% |
| Rev. Over (Under) Exp. | \$655,616 | - | \$569,943 | - | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| Extra Help | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Overtime | 0.04 | 0.04 | 0.04 | 0.04 | 0.00 |
| Total | 6.04 | 6.04 | 6.04 | 6.04 | 0.00 |

- (a) The 2006 Actual Investment Income revenues reported here do not include the year-end write-down of the investments to market value for budget comparison purposes.
- (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. Also, the tax levy and interdepartmental charges for 2007 are restated to adjust for the new End User Technology (EUTF) cost allocation method to be comparable to 2008 budget, based on IT resources used, as recommended by Internal Audit.

Current and Proposed Capital Projects

| Proj. # | Project Name | Expected Completion Year | Total Project Cost | Est. % Complete End of '07 | Estimated Operating Impact | A=Annual T=One-Time |
|---------|-----------------------------|--------------------------|--------------------|----------------------------|----------------------------|---------------------|
| 200205 | Tax Records Replacement (a) | 2008 | \$900,000 | 75% | \$22K | A |
| 200414 | Countywide Cashiering (b) | 2009 | \$970,000 | 20% | \$43K | A |

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

- (a) Project is coordinated by Department of Administration IT Division, annual ongoing costs include software; and licensing costs will be split evenly between the Register of Deed's Office (\$11,000) and Treasurer's Office (\$11,000).
- (b) Project is coordinated by Department of Administration Business Office, estimated operating impact to be determined in 2008 closer to project implementation date. Operating costs reflect annual countywide costs.

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven treasurers, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

Major Departmental Strategic Outcomes and Objectives for 2008

County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill

Objective: Implement the new tax listing, billing & collection software to streamline payment collection functions to improve efficiency and reduce costs. (Tax Collections and Administrative Services)

Key Outcome Indicator: Increased number of property tax payments electronically imported (interfaced) into the tax system. An increasing rate of electronic submissions will indicate improved efficiency and reduced costs. Based on analysis of electronic submission of 2006 and 2007 tax bills, a 2008 target (estimate) will be developed during 2008 after implementation of the tax system.

| Performance Measure: | 2006 Actual | 2007 Target | 2007 Estimate | 2008 Target |
|--|----------------|----------------|------------------|----------------|
| # Tax payments received electronically | N/A | N/A | N/A | TBD |

| | 2006 Actual | 2007 Budget (b) | 2007 Estimate (b) | 2008 Budget | Budget Change |
|-------------------------------|------------------|--------------------|----------------------|------------------|------------------|
| Staffing (FTE) | 1.24 | 1.24 | 1.24 | 1.24 | 0.00 |
| Fine/Licenses | \$356,583 | \$200,000 | \$200,000 | \$250,000 | \$50,000 |
| Charges for Services | \$91,004 | \$91,992 | \$80,644 | \$91,992 | \$0 |
| Interdepartmental | \$3,109 | \$5,595 | \$5,400 | \$6,400 | \$805 |
| Other Revenue | \$2,223,628 | \$2,078,400 | \$2,075,900 | \$2,118,400 | \$40,000 |
| Appr. Fund Balance | \$511 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy \ (Credit)(a) | (\$2,105,522) | (\$2,143,628) | (\$2,143,628) | (\$2,239,295) | (\$95,667) |
| Total Revenues | \$569,313 | \$232,359 | \$218,316 | \$227,497 | (\$4,862) |
| Personnel Costs | \$52,004 | \$70,755 | \$64,288 | \$68,042 | (\$2,713) |
| Operating Expenses | \$68,966 | \$115,400 | \$109,100 | \$109,600 | (\$5,800) |
| Interdept. Charges (b) | \$46,853 | \$46,204 | \$45,304 | \$49,855 | \$3,651 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$167,823 | \$232,359 | \$218,692 | \$227,497 | (\$4,862) |

| | | | | | |
|------------------------|-----------|---|---------|---|---|
| Rev. Over (Under) Exp. | \$401,490 | - | (\$376) | - | - |
|------------------------|-----------|---|---------|---|---|

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

(b) End User Technology charges were allocated between the Tax Collection Program and Administration which resulted in the restatement of the Interdepartmental expenses for the 2007 budget



Program Highlights

Fine/Licenses revenue consists of Agricultural Use Conversion Penalties, which increase by \$50,000 (25%) to \$250,000 based on higher historical experience. Charges for Services revenue of \$66,992 for fees charged to municipalities for tax collection services (with contractual agreements) remain unchanged in the 2008 budget. Revenue includes interest and penalties on delinquent taxes, which are predicted to increase by \$26,666 to \$1,352,000 and \$13,334 to \$676,000, respectively. Interdepartmental Revenue increases by \$805 to \$6,400 due to increased cost reimbursement from the County Clerk for the 50% share of a shared clerk I-II position allocated to this program area.

Program Highlights (Cont.)

Personnel costs decrease \$2,700 due to a new employee's selection of insurance plans. Operating Expenses decrease \$6,000 mostly due to Reimbursement for Personal Property Tax which decreases from \$40,000 to \$34,000 based on past historical spending. Interdepartmental charges increase primarily due to an allocation of \$5,800 of End User Technology charges to reflect information technology resource utilization as recommended by Internal Audit. Also, the costs related to the DOA Principal Financial Analyst position for tax collection services provided to the Treasurer are increasing \$2,935 from \$15,923 to \$18,858.

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

| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 Est. |
|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Interest | \$1,098,486 | \$1,222,243 | \$1,468,902 | \$1,510,900 | \$1,255,314 | \$1,250,235 | \$1,325,334 |
| Penalty | \$616,013 | \$627,954 | \$750,708 | \$759,200 | \$640,294 | \$634,653 | \$662,666 |
| TOTAL | \$1,714,499 | \$1,850,197 | \$2,219,610 | \$2,270,100 | \$1,895,608 | \$1,884,888 | \$1,988,000 |

Activity

The Treasurer's Office collected first installment taxes for twelve municipalities in the 2006-2007 tax years. The dollars collected increased by \$3.6 million to \$124.7 million. A contractual agreement is established and fees 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 Contracts

| Municipality | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2005-06 | 2006-07 |
|----------------------------|--------------|--------------|---------------|---------------|---------------|---------------|
| Village of Men. Falls | \$48,564,635 | \$51,150,156 | \$52,252,695 | \$55,466,892 | \$54,790,386 | \$56,574,790 |
| City of Delafield | \$10,915,526 | \$11,917,379 | \$12,844,699 | \$13,200,328 | \$13,769,943 | \$14,242,282 |
| Village of Pewaukee | \$9,510,162 | \$10,229,923 | \$10,817,485 | \$11,772,074 | \$12,587,323 | \$12,130,339 |
| Village of Wales | \$2,569,103 | \$2,820,149 | \$3,023,809 | \$3,280,504 | \$3,487,417 | \$3,692,573 |
| Town of Brookfield | \$11,052,246 | \$10,962,369 | \$11,212,923 | \$12,162,086 | \$11,691,996 | \$11,999,351 |
| Village of Merton | \$2,207,457 | \$2,162,483 | \$2,382,455 | \$2,920,517 | \$3,527,926 | \$4,030,582 |
| Village of Lannon | \$1,113,153 | \$1,198,618 | \$1,250,130 | \$1,324,682 | \$1,326,852 | \$1,317,869 |
| Village of Nashotah | \$1,931,700 | \$2,068,078 | \$2,226,558 | \$2,287,938 | \$2,304,799 | \$2,216,218 |
| Village of Dousman | \$1,389,479 | \$1,590,444 | \$1,792,968 | \$1,960,626 | \$1,944,607 | \$2,244,893 |
| Village of Lac La Belle | \$1,132,900 | \$1,225,604 | \$1,392,261 | \$1,418,721 | \$1,510,936 | \$1,435,724 |
| Village of Oconomowoc Lake | \$3,021,969 | \$3,287,957 | \$3,550,339 | \$3,847,339 | \$4,014,401 | \$4,394,283 |
| Town of Waukesha | \$0 | \$0 | \$9,673,574 | \$10,238,144 | \$10,123,240 | \$10,418,946 |
| TOTAL | \$93,408,330 | \$98,613,160 | \$112,419,896 | \$119,879,851 | \$121,079,826 | \$124,697,850 |

Program Description

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

| | 2006 Actual | 2007 Budget (b) | 2007 Estimate (b) | 2008 Budget | Budget Change |
|-------------------------------|------------------|--------------------|----------------------|------------------|------------------|
| Staffing (FTE) | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 |
| Other Revenue | \$5,451,186 | \$5,350,000 | \$5,900,000 | \$5,700,000 | \$350,000 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy \ (Credit)(a) | (\$5,249,974) | (\$5,248,849) | (\$5,248,849) | (\$5,592,900) | (\$344,051) |
| Total Revenues | \$201,212 | \$101,151 | \$651,151 | \$107,100 | \$5,949 |
| Personnel Costs | \$16,682 | \$17,332 | \$17,208 | \$17,806 | \$474 |
| Operating Expenses | \$51,536 | \$53,000 | \$51,000 | \$53,000 | \$0 |
| Interdept. Charges | \$29,509 | \$30,819 | \$30,819 | \$36,294 | \$5,475 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$97,727 | \$101,151 | \$99,027 | \$107,100 | \$5,949 |
| Rev. Over (Under) Exp. | \$103,485 | - | \$552,124 | - | - |

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



Program Highlights

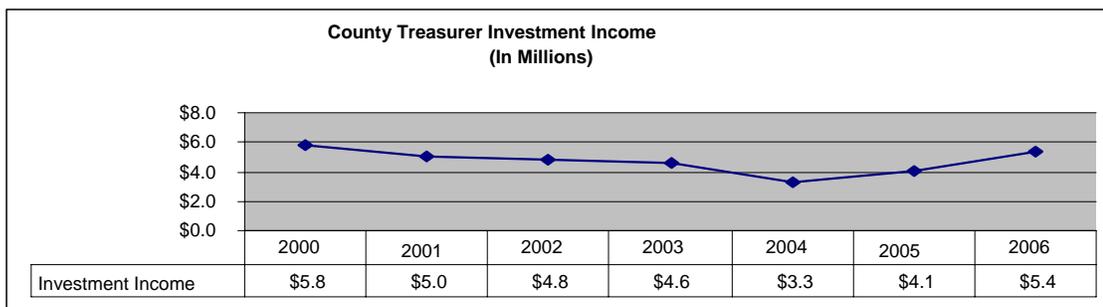
Other Revenue is Investment Income predicted to increase \$350,000 (7%) from 2007 budget, as a result of expected higher investment rates of return.

Interdepartmental Charges increase primarily due to the costs related to the DOA Principal Financial Analyst position for investment services are increasing by \$5,451 from \$29,571 to \$35,022.



Activity

Interest rates declined to historic levels throughout 2001-2004. The fixed income portfolios were not affected by rate reductions until reinvestment of funds beginning early in 2001. Investment income returned to an upward trend in 2005 and is expected to exceed the 2000 level of \$5.8 million. \$5.9 million is estimated for 2007.



Administrative Services

County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill

Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks.

| | 2006 Actual | 2007 Budget (a) | 2007 Estimate (a) | 2008 Budget | Budget Change |
|----------------------------|------------------|--------------------|----------------------|------------------|------------------|
| Staffing (FTE) | 4.60 | 4.60 | 4.60 | 4.60 | 0.00 |
| Charges for Services | \$3,050 | \$3,000 | \$2,800 | \$3,000 | \$0 |
| Interdepartmental | \$9,326 | \$16,834 | \$16,500 | \$19,245 | \$2,411 |
| Other Revenue | \$53,054 | \$400 | \$350 | \$400 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy \ (Credit) | \$372,856 | \$348,701 | \$348,701 | \$338,732 | (\$9,969) |
| Total Revenues | \$438,286 | \$368,935 | \$368,351 | \$361,377 | (\$7,558) |
| Personnel Costs | \$236,900 | \$282,550 | \$268,834 | \$283,252 | \$702 |
| Operating Expenses | \$16,329 | \$60,581 | \$56,575 | \$52,972 | (\$7,609) |
| Interdept. Charges (a) | \$34,416 | \$25,804 | \$24,747 | \$25,153 | (\$651) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$287,645 | \$368,935 | \$350,156 | \$361,377 | (\$7,558) |
| Rev. Over (Under) Exp. | \$150,641 | - | \$18,195 | - | - |

- (a) End User Technology charges were allocated between the Tax Collection Program and Administration which resulted in the restatement of the Interdepartmental expenses for the 2007 budget.



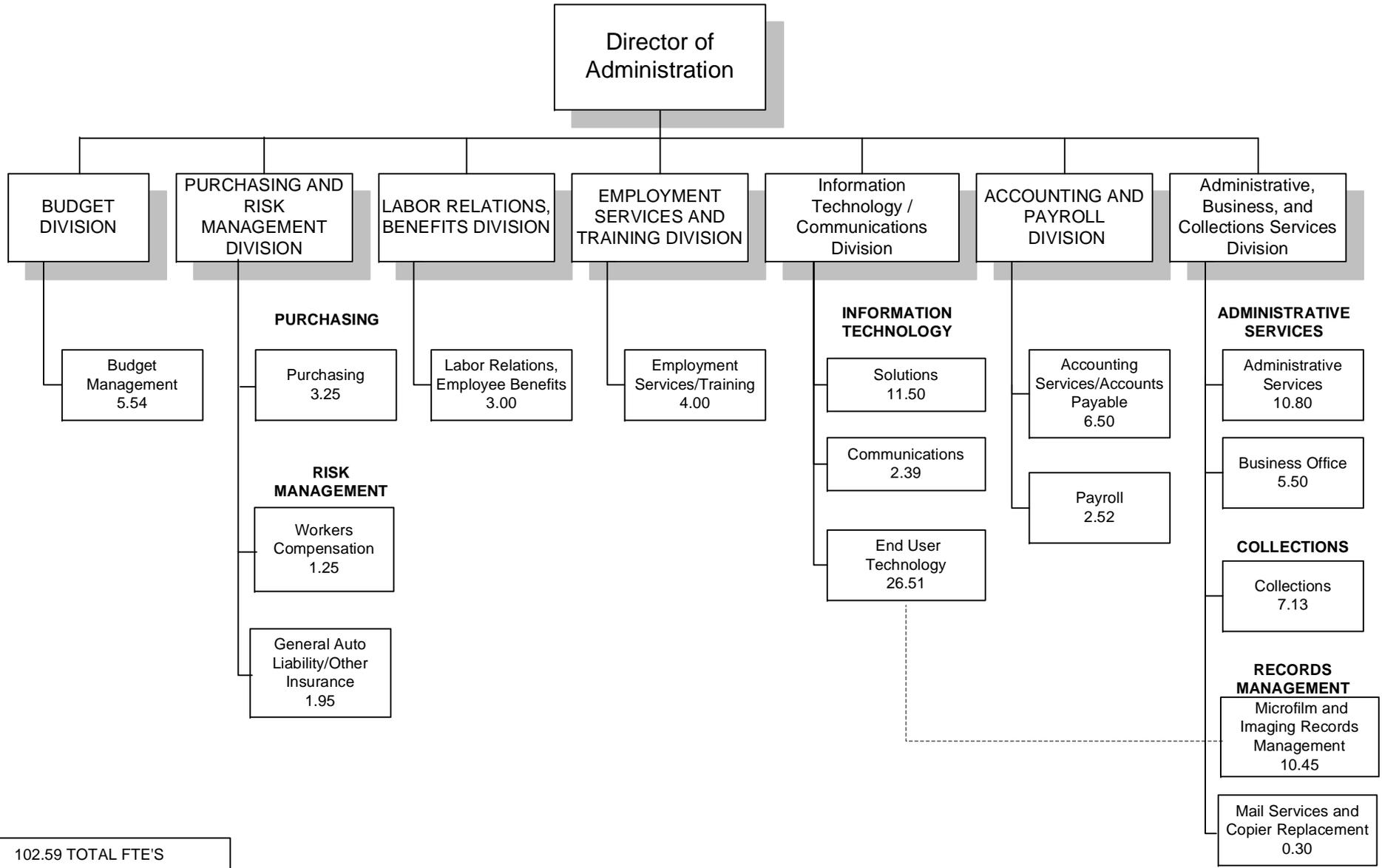
Program Highlights

Interdepartmental Revenue increases by \$2,411 \$19,245 due to an increase in the cost reimbursement from the County Clerk for the 50% share of a shared clerk I-II position allocated to this program area.

Personnel costs increase \$702 to \$283,252 due to costs to continue existing positions. Operating expenses decrease \$7,609 due primarily due to the Treasurer's Office estimate of the lower maintenance costs for the new tax system estimated at 50% of full year at \$9,000. Interdepartmental charges decline by \$651 primarily due to lower end user technology costs of \$3,014 partially offset by other nominal cost increases.

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 countywide 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 | 80% | \$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 | 100% | \$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 | Countywide Financial Operations & Management System Study | Y | 2008 | \$200,000 | 25% | \$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 I.T 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 Countywide.
- (d) Coordinated project with Register of Deeds.
- (e) Coordinated project with 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 (WCC). (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 |
|---|----------------|----------------|------------------|----------------|
| Issues with the shared Public Safety IT system | 186 | 175 | 102 | 100 |
| Requests to bring in IT technical support personnel during non-business hours | 32 | 15 | 12 | 10 |
| % of WCC 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 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 Care Management Organization (CMO) by 12/31/08 or six months after the implementation of start up of the CMO. 2. Wait list clients will be transitioned to CMO by July 2010 or 24 months after the implementation of start up of the CMO. 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 |

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 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 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 | - | - |
|------------------------|------------|---|----------|---|---|



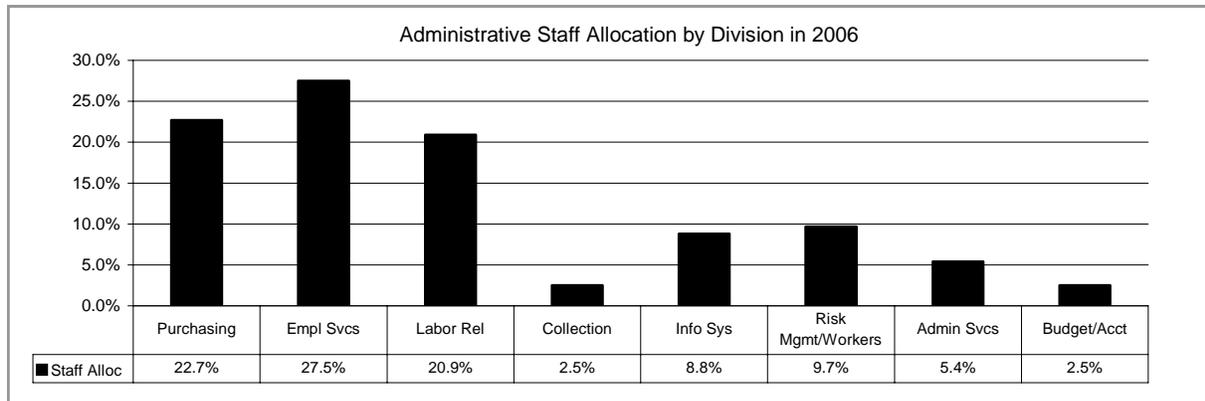
Program Highlights

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, 0.25 FTE Clerk Typist I-II to Risk Management and Vacancy and Turnover increase 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 | - | - |
|------------------------|----------|---|---------|---|---|



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 countywide 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 contract 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 Sr. 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 | - | - |
|------------------------|----------|---|---------|---|---|



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) | - | - |



Program Highlights

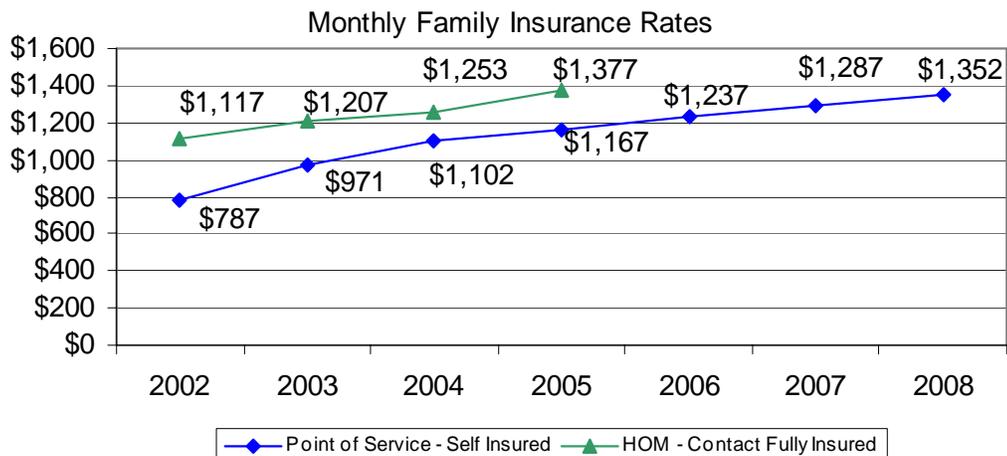
Interdepartmental revenues increase by \$82,400 from the health insurance fund for a pharmacy audit by \$32,400 and for a health & wellness lifestyle initiative by \$50,000.

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



| Number of active employees participating | 2002 Actual | 2003 Actual | 2004 Actual | 2005 Actual | 2006 Actual | 2007 Actual |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| POS | 1,117 | 1,153 | 1,100 | 1,097 | 1,168 | 1,239 |
| HMO | 106 | 113 | 174 | 213 | 82 | N/A |
| HSA | 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 temp 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 continues existing staff, partially offset by unfunding 0.50 FTE Senior Systems Analyst 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. We will 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% |
| Percent ID Login Charges | N/A | N/A | N/A | 49% |
| Percent Server Charges | N/A | N/A | N/A | 42% |
| Percent Connected Device Charges | N/A | N/A | N/A | 9% |

End User Technology

Program Description

This program provides for the financing of computer equipment repairs, maintenance, countywide 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)(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) | \$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 | - | - | - | - |
|--------------------------------|------------------|----------|----------|----------|----------|

- (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 departments 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 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 \$12,000. 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 departments 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 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 includes 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. 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 | - | - |
|----------------------------------|------------------|----------|-----------------|----------|----------|

(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) | \$0 | (\$105,158) | \$0 | \$0 |

(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 R. M. Expenditures | \$1,316,747 | \$1,959,440 | \$1,970,802 | \$1,984,129 | \$2,058,804 |
| Cost of Risk Per \$1,000 of County Expenditures* | \$7.20 | \$9.87 | \$9.27 | \$9.34 | \$9.25 |

*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 Subro | \$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 Subro | \$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 countywide 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 |
| 200817 | 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.

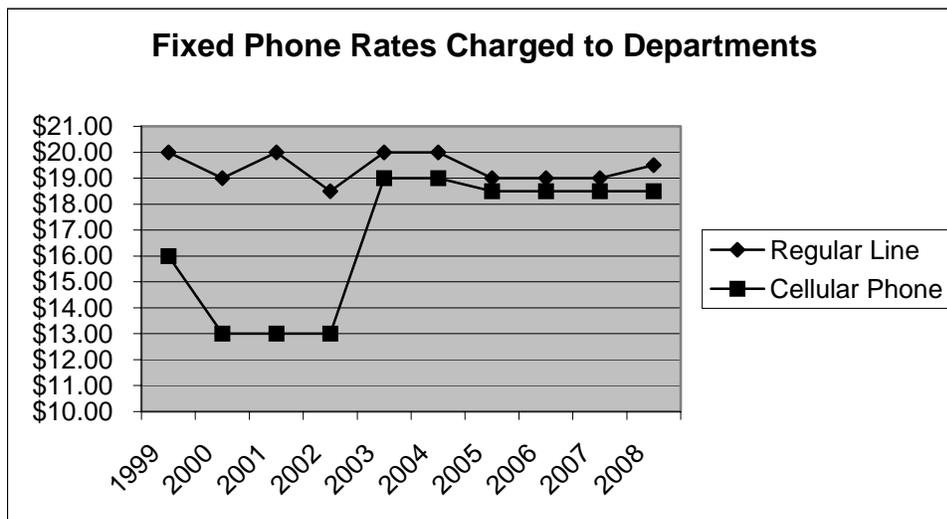
Key Outcome Indicator: A county telecommunications system that supports county needs and is stable, reliable and always available to assist departments in performing their missions and goals.

| 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 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, HHS, 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 |

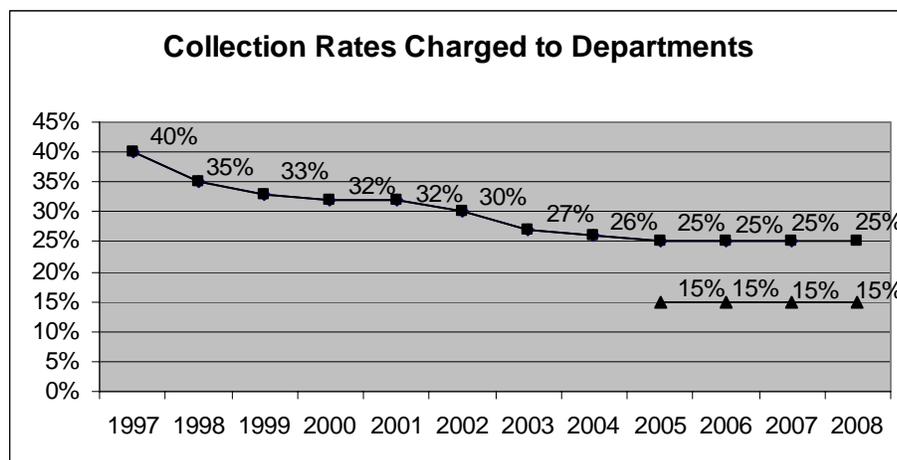
Maintain a recovery % greater than collection agency industry average specific to governmental accounts.

| | | | | |
|-------------------------------|--------|---------|--------|--------|
| 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 we are collecting from and the state's ability to pay provisions.

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



Collections

Administration

Outcome/ Objective/ Program

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 increase 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, the creation of two Senior Collections Specialists over the abolishment of two Collections Specialists 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 Countywide overhead by \$1,600, increased End User Technology Fund charges by \$1,500, partially offset by decrease postage by \$3,600.

In summary, over 15% of the total costs incurred by this program is for Countywide 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.



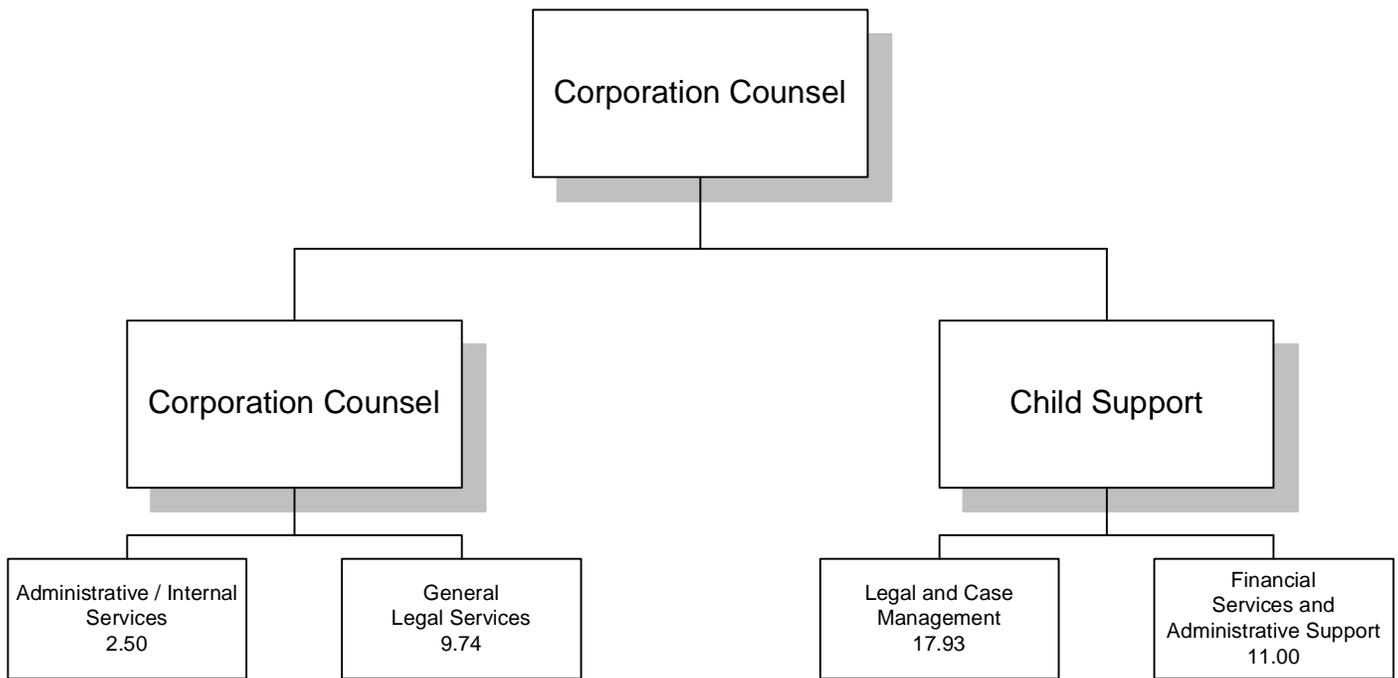
Activity

| | 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 | \$2,354,818 | \$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 we are 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'S OFFICE

FUNCTION / PROGRAM CHART



41.17 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 | 2006 | 2007 | 2007 | 2008 | Change From 2007 | |
|-------------------------------|-------------|----------------|-------------|-------------|------------------|-------|
| | Actual | Adopted Budget | Estimate | Budget | \$ | % |
| General Fund | | | | | | |
| Revenues (a) (c) | \$457,834 | \$409,900 | \$425,280 | \$419,444 | \$9,544 | 2.3% |
| County Tax Levy | \$920,245 | \$927,898 | \$927,898 | \$966,365 | \$38,467 | 4.1% |
| Expenditures | \$1,238,625 | \$1,337,798 | \$1,332,234 | \$1,385,809 | \$48,011 | 3.6% |
| Rev. Over (Under) Exp. | \$139,454 | - | \$20,944 | - | - | N/A |
| Child Support Fund | | | | | | |
| Revenues (b) (c) (e) | \$2,059,510 | \$2,080,359 | \$2,032,320 | \$2,010,170 | (\$70,189) | -3.4% |
| County Tax Levy (d) | \$209,952 | \$250,041 | \$250,041 | \$300,041 | \$50,000 | 20.0% |
| Expenditures | \$2,188,720 | \$2,330,400 | \$2,250,890 | \$2,310,211 | (\$20,189) | -0.9% |
| Rev. Over (Under) Exp. | \$80,742 | - | \$31,471 | - | - | N/A |
| Total All Funds | | | | | | |
| Revenues (a) (b) (c) (e) | \$2,517,344 | \$2,490,259 | \$2,457,600 | \$2,429,614 | (\$60,645) | -2.4% |
| County Tax Levy (d) | \$1,130,197 | \$1,177,939 | \$1,177,939 | \$1,266,406 | \$88,467 | 7.5% |
| Expenditures | \$3,427,345 | \$3,668,198 | \$3,583,124 | \$3,696,020 | \$27,822 | 0.8% |
| Rev. Over (Under) Exp. | \$220,196 | - | \$52,415 | - | - | N/A |
| Position Summary (FTE) | | | | | | |
| Regular Positions (f) | 42.00 | 42.00 | 40.00 | 39.00 | (3.00) | |
| Extra Help | 2.01 | 1.97 | 1.97 | 2.13 | 0.16 | |
| Overtime | 0.00 | 0.04 | 0.04 | 0.04 | 0.00 | |
| Total | 44.01 | 44.01 | 42.01 | 41.17 | (2.84) | |

- (a) Revenues in 2006 include one-time General Fund Balance appropriation of \$15,000 to assist with collective bargaining and arbitration costs. General Fund Balance is removed in 2007 and is partially offset with increases in other revenue sources.
- (b) Revenues include Child Support fund balance appropriations of \$75,500 in 2006, \$75,500 in 2007 and \$100,500 in 2008.
- (c) Revenues exclude County Tax Levy funds.
- (d) Increase in County tax levy for child support fund is due to the anticipated loss in IV-D revenue with the enacted 2005 Deficit Reduction Act (effective October 1, 2007) that ends the federal match for state incentive funds.
- (e) Revenues include estimated State General Purpose Revenue (GPR) of \$122,123 for Child Support Program.
- (f) The position count includes a decrease in regular budgeted positions for Child Support by 3.00 FTEs including unfunding two full time Clerk Typist II positions and one full time Account Clerk position in the Financial and Administrative Services Program.

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 | 2006 | 2007 | 2007 | 2008 | Change From 2007 | |
|------------------------------|--------------------|-----------------------|--------------------|--------------------|----------------------|-------------|
| | Actual | Adopted Budget (d) | Estimate (d) | Budget | Adopted Budget \$ | % |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Services (a) | \$3,712 | \$700 | \$127 | \$300 | (\$400) | 57.1% |
| Interdepartmental (b) | \$439,093 | \$409,200 | \$420,933 | \$419,144 | \$9,944 | 2.4% |
| Other Revenue | \$29 | \$0 | \$4,220 | \$0 | \$0 | N/A |
| Appr. Fund Balance (c) | \$15,000 | \$0 | \$0 | \$0 | \$0 | N/A |
| County Tax Levy (d) | \$920,245 | \$927,898 | \$927,898 | \$966,365 | \$38,467 | 4.1% |
| Total Revenue Sources | \$1,378,079 | \$1,337,798 | \$1,353,178 | \$1,385,809 | \$48,011 | 3.6% |
| Personnel Costs | \$1,027,069 | \$1,090,779 | \$1,089,154 | \$1,142,844 | \$52,065 | 4.8% |
| Operating Expenses | \$176,949 | \$211,962 | \$207,897 | \$207,511 | (\$4,451) | -2.1% |
| Interdept. Charges (d) | \$34,607 | \$35,057 | \$35,183 | \$35,454 | \$397 | 1.1% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$1,238,625 | \$1,337,798 | \$1,332,234 | \$1,385,809 | \$48,011 | 3.6% |
| Rev. Over (Under) Exp. | \$139,454 | - | \$20,944 | - | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|--------------|--------------|--------------|--------------|---------------|
| Regular Positions | 11.40 | 11.40 | 11.40 | 11.40 | 0.00 |
| Extra Help | 0.51 | 0.86 | 0.86 | 0.82 | (0.04) |
| Overtime | 0.00 | 0.02 | 0.02 | 0.02 | 0.00 |
| Total | 11.91 | 12.28 | 12.28 | 12.24 | (0.04) |

- (a) Charges for Services include copy and duplicating charges and legal fees. 2006 does not represent a typical collection year for these two fees due to a change in management of the airport requiring legal review.
- (b) Estimated revenue growth of \$9,944 or 2.4% is due to increasing legal support services provided to Health and Human Services Department.
- (c) General fund balance was utilized in 2006 to help fund collective bargaining and arbitration costs.
- (d) The 2007 Adopted Budget Interdepartmental expenditures and tax levy are restated for comparison purposes to the 2008 budget to reflect the new End User Technology (EUTF) cost allocation method as recommended by Internal Audit.

Major Departmental Strategic Outcomes and Objectives for 2008**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

Objective 1: Provide quality and timely review of contracts for Waukesha County Departments. (Administrative/Internal Services)

Key Outcome Indicator: Time that it takes to effectively review contracts.

| Performance Measure: | 2006 Actual | 2007 Target | 2007 Estimate | 2008 Target |
|--|----------------|----------------|------------------|----------------|
| Review and return contract within 72 hours (Dept. standard is 4 business days) | N/A | >80% | 95% | >80% |
| Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation | N/A | 95% | 99% | 95% |

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 2: To provide support for children, establish care for the mentally ill and elderly infirm, and provide stability for families in need through the Court system. Provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions. (In conjunction with services offered by the Department of Health and Human Services.) (General Legal Services)

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

| Workload Data | 2005 Actual | 2006 Actual | 2007 Budget | 2007 Estimate (a) | 2008 Budget | Budget Change |
|---|----------------|----------------|----------------|-------------------------|----------------|------------------|
| Adult and Juvenile Chapter 51 Cases | 1,647 | 1,559 | 1,625 | 1,625 | 1,625 | 0 |
| Guardianships/Protective Placements: | | | | | | |
| - Adults | 146 | 160 | 160 | 160 | 160 | 0 |
| - Juveniles | 34 | 24 | 35 | 40 | 40 | 5 |
| Juvenile Court Petitions: | | | | | | |
| - Children/Juveniles in Need of Protection/Services (CHIPS) cases | 504 | 486 | 550 | 550 | 550 | 0 |
| - Termination of Parental Rights (TPR) (b) | 30 | 23 | 15 | 12 | 12 | -3 |

(a) Estimate takes into consideration of recent trends (increases/decreases) in the number of filed cases over the past three years.

(b) In the area of termination of parental rights (TPR's), some of the 2005 and 2006 actual and estimated filings were completed through contracted assistance. This was taken into consideration in establishing the target number.

Administrative/Internal Services

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

Program Description

The Administrative/Internal Services program is responsible for representing the County in civil litigation prosecution and defense. This program is also responsible for coordinating and providing efficient administrative/clerical support. This program also issues opinions concerning interpretation of the rights, duties, and powers of the municipal corporation, its departments and officials, and prepares and reviews contracts, ordinances and resolutions.

| | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 2.50 | 2.50 | 2.50 | 2.50 | 0.00 |
| Charges for Services | \$298 | \$700 | \$127 | \$300 | (\$400) |
| Interdepartmental | \$11,424 | \$11,424 | \$11,424 | \$11,424 | \$0 |
| Other Revenue | \$6 | \$0 | \$844 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$292,069 | \$295,205 | \$295,205 | \$309,787 | \$14,582 |
| Total Revenues | \$303,797 | \$307,329 | \$307,600 | \$321,511 | \$14,182 |
| Personnel Costs | \$271,324 | \$283,537 | \$283,138 | \$297,273 | \$13,736 |
| Operating Expenses | \$13,352 | \$11,993 | \$11,380 | \$11,517 | (\$476) |
| Interdept. Charges | \$16,139 | \$11,799 | \$11,925 | \$12,721 | \$922 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$300,815 | \$307,329 | \$306,443 | \$321,511 | \$14,182 |
| Rev. Over (Under) Exp. | \$2,982 | - | \$1,157 | - | - |



Program Highlights

Charges for service revenue decreases \$400 in copy and duplicating fees per the department's trend analysis. Interdepartmental revenue of \$11,424 reflects a cross charge for administrative/overhead charges for work performed between Corporation Counsel's General Fund and the Child Support Fund. The 2008 budget includes tax levy increase of \$14,582 to partially cover cost increases indicated below.

Personnel costs increase \$13,736 are cost to continue for employee wages and benefits. Operating expenses decrease \$476 due to lower budget spending for computer hardware and the purchase of books, publications, and subscriptions. Interdepartmental charges increase \$922 largely because of the implementation of internal audit's recommendations in charging the End User Technology Fund (EUTF) based on Information Technology resource utilization, and due to lower than budget spending in telephone-variable.



Activity - Workload Data

| | 2005 Actual | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|------------------------------------|----------------|----------------|----------------|------------------|----------------|------------------|
| Total Number of Cases Filed | | | | | | |
| Bankruptcy Cases | 400 | 87 | 60 | 160 | 150 | 90 |
| Claims Received | 61 | 56 | 60 | 80 | 90 | 30 |
| Lawsuits Monitored | 4 | 7 | 6 | 5 | 6 | 0 |
| Contracts Reviewed | 248 | 251 | 350 | 350 | 350 | 0 |
| Opinions Issued (a) | 450 | 317 | 450 | 400 | 400 | -50 |
| Resolutions/Ordinances Reviewed | 155 | 135 | 160 | 160 | 160 | 0 |

(a) The estimated number of opinions issued decreases for the 2008 budget due to a change in the methodology in determining an opinion issued.

General Legal Services

County-Wide Key Strategic Outcome: A county that assists at risk citizens

Program Description

Through this program, the County represents the public in cases such as guardianships and protective placement proceedings, involuntary commitment proceedings, and juvenile court actions for child protection and adoptions.

| | 2006 Actual | 2007 Budget | 2007 Estimate | 2008 Budget | Budget Change |
|---------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Staffing (FTE) | 9.78 | 9.78 | 9.78 | 9.74 | (0.04) |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$3,414 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$427,669 | \$397,776 | \$409,509 | \$407,720 | \$9,944 |
| Other Revenue | \$23 | \$0 | \$3,376 | \$0 | \$0 |
| Appr. Fund Balance | \$15,000 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$628,176 | \$632,693 | \$632,693 | \$656,578 | \$23,885 |
| Total Revenues | \$1,074,282 | \$1,030,469 | \$1,045,578 | \$1,064,298 | \$33,829 |
| Personnel Costs | \$755,745 | \$807,242 | \$806,016 | \$845,571 | \$38,329 |
| Operating Expenses | \$163,597 | \$199,969 | \$196,517 | \$195,994 | (\$3,975) |
| Interdept. Charges | \$18,468 | \$23,258 | \$23,258 | \$22,733 | (\$525) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$937,810 | \$1,030,469 | \$1,025,791 | \$1,064,298 | \$33,829 |
| Rev. Over (Under) Exp. | \$136,472 | - | \$19,787 | - | - |



Program Highlights

Interdepartmental revenues of \$407,720 reflect a \$9,944 increase in the interdepartmental billings for legal services provided to County departments, mainly to Human Services. The 2008 budget includes tax levy increase of \$23,885 to partially cover cost increases indicated below.

Personnel costs increase \$38,329 due to increases in cost to continue in wages and benefits, and also a promotion of an attorney to senior attorney. 2008 staffing decreases 0.04 FTE or 82 less hours in temporary extra help resulting from budgeting higher base rate at the same budget cost of \$18,697 as prior year.

Operating expenses decrease \$3,975 due to budget decrease for computer hardware by \$1,000, books publications, and subscriptions purchases by \$1,500, paralegal/legal by \$570, and contracted services by \$1,500.

Interdepartmental charges decrease \$525 resulting from prioritization in allocating the End User Technology Fund funding, data processing maintenance charges (non information system) and telephone-variable. The department anticipates 5% increase in postage charges for fiscal year 2008.