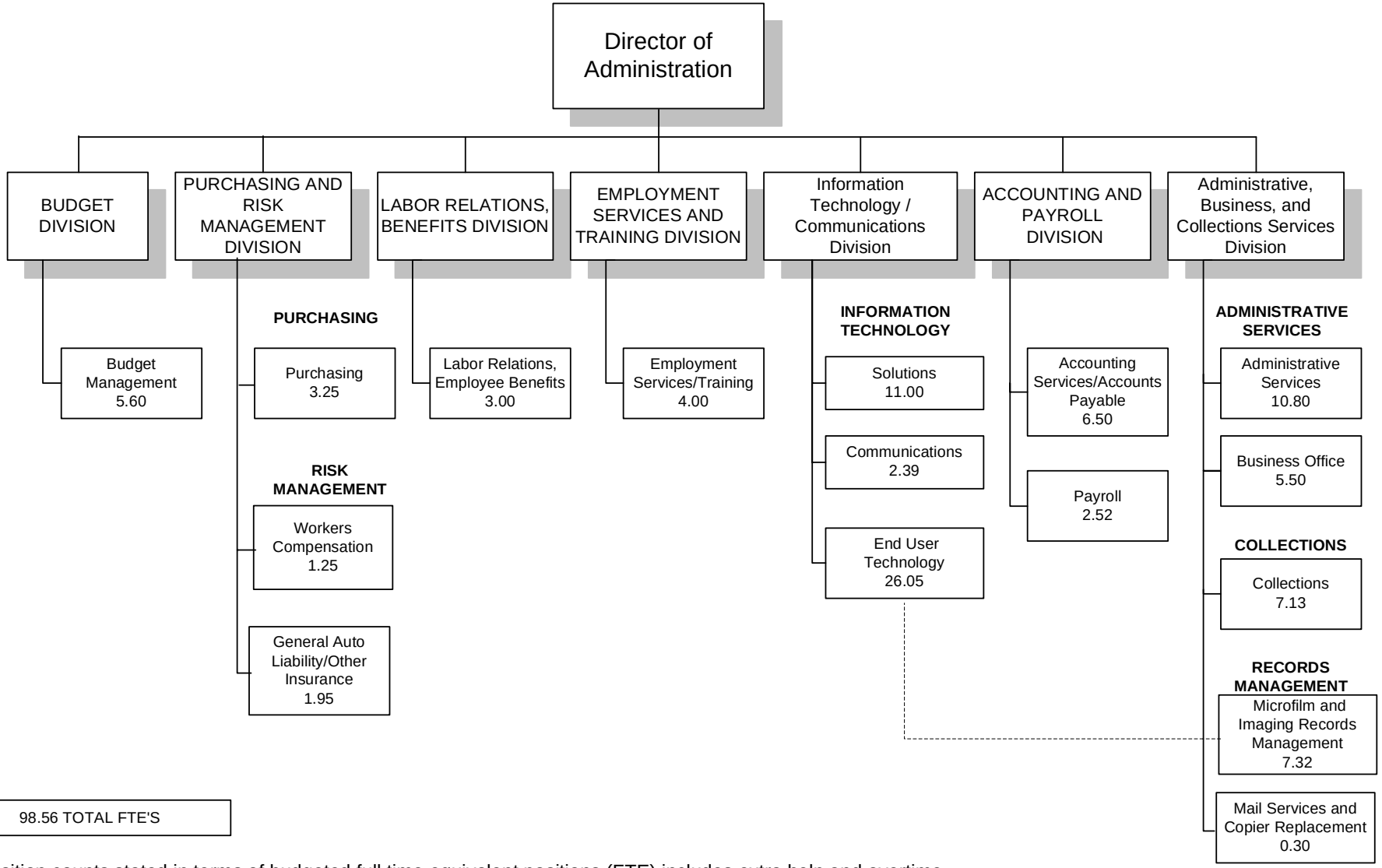
ADMINISTRATION

FUNCTION / PROGRAM CHART



98.56 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
General Fund						
Revenues (a)(b)	$1,223,130	$1,278,740	$1,332,954	$1,331,748	$53,008	4.1%
County Tax Levy (a)	$4,195,440	$4,265,440	$4,265,440	$4,300,100	$34,660	0.8%
Expenditures (b)	$5,223,956	$5,544,180	$5,532,481	$5,631,848	$87,668	1.6%
Rev. Over (Under) Exp.	$194,614	-	$65,913	-	-	N/A
End User Technology Fund						
Revenues	$4,114,283	$5,091,877	$4,989,776	$5,286,337	$194,460	3.8%
County Tax Levy (a)	$1,550,245	$1,550,245	$1,550,245	$1,165,245	($385,000)	-24.8%
Expenditures (a)	$6,170,492	$6,580,109	$6,449,885	$6,451,582	($128,527)	-2.0%
Operating Inc./(Loss)	($505,964)	$62,013	$90,136	-	($62,013)	-100.0%
Risk Management						
Revenues	$2,242,686	$2,201,448	$2,191,268	$2,328,164	$126,716	5.8%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,086,566	$2,201,448	$2,191,268	$2,328,164	$126,716	5.8%
Operating Inc./(Loss)	$156,120	-	-	-	-	N/A
Communications						
Revenues	$781,824	$867,958	$816,229	$798,353	($69,605)	-8.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$775,620	$867,958	$786,217	$798,353	($69,605)	-8.0%
Operating Inc./(Loss)	$6,204	-	$30,012	-	-	N/A
Collections						
Revenues	$806,367	$792,061	$816,057	$794,841	$2,780	0.4%
County Tax Levy (c)	($95,000)	($95,000)	($95,000)	($95,000)	$0	0.0%
Expenditures	$683,383	$792,061	$745,747	$794,841	$2,780	0.4%
Operating Inc./(Loss)	$27,984	($95,000)	($24,690)	($95,000)	-	0.0%
Total All Funds						
Revenues (a)(b)	$9,168,290	$10,232,084	$10,146,284	$10,539,443	$307,359	3.0%
County Tax Levy	$5,650,685	$5,720,685	$5,720,685	$5,370,345	($350,340)	-6.1%
Expenditures (a)(b)	$14,940,017	$15,985,756	$15,705,598	$16,004,788	$19,032	0.1%
Rev. Over (Under) Exp.	$194,614	-	$65,913	-	-	N/A
Operating Inc./(Loss)	($315,656)	($32,987)	$95,458	($95,000)	($62,013)	188.0%

(a) 2007 Actual has 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) 2008 Estimate includes $30,000 Fund Balance carryover in revenues and expenditures for a Point of Service claims audit.
(c) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy.

Position Summary (FTE)	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Budget Change
Department of Administration:					
Regular Positions	92.92	90.00	90.00	89.50	(0.50)
Extra Help	9.86	12.49	12.49	8.94	(3.55)
Overtime	0.13	0.10	0.10	0.12	0.02
Total	**102.91**	**102.59**	**102.59**	**98.56**	**(4.03)**

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

Current & Proposed Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '08	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	95%	$35,000	A
200109	Implement HHS Automated System (a)	Y	2011	$2,805,000	80%	$179,000	A
200205	Tax Records Replacement (b)	Y	2009	$900,000	95%	$22,000	A
200206	Fiber & Wireless to County Facilities	N	2009	$960,500	90%	$41,000	A
200207	Telecommunications Solution & Infrastructure Analysis Upgrade	Y	2010	$400,000	75%	$18,000	A
200319	Upgrade Office suite from Windows 2000	Y	2008	$610,000	100%	$123,000	A
200414	County wide Cashiering (c)	Y	2009	$970,000	30%	$43,250	A
200619	County-wide Financial Operations & Management System Study	Y	2008	$200,000	100%	$0	N/A
200621	Consolidation of Network Operating Systems	Y	2008	$735,000	100%	$45,000	A
200622	Register of Deeds Track Index Replacement (d)	Y	2009	$275,000	50%	$45,000	A
200624	Re-engineering IT Infrastructure	Y	2009	$430,000	75%	$37,000	A
200710	Collection System Interface(s) (e)	Y	2009	$100,000	60%	$15,000	A
200820	IT Infrastructure Upgrade to Wiring Closets	Y	2010	$800,000	0%	TBD	A
200910	E-Document Management and Archival	Y	2011	$990,000	N/A	$149,000	A
200912	Time and Attendance System	N	2010	$268,000	N/A	TBD	A

(a) Coordinated project with Health & Human Services.
(b) Coordinated project with Treasurer/Register of Deeds.
(c) Coordinated project with Departments County-wide.
(d) Coordinated project with Register of Deeds.
(e) Coordinated project with Health & Human Services, Clerk of Courts and Information Technology.

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	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
General Government	$317,737	$274,014	$274,014	$421,338	$147,324	53.8%
Fines/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$140,673	$148,596	$151,362	$153,963	$5,367	3.6%
Interdepartmental (a)	$590,202	$802,930	$806,930	$714,847	($88,083)	-11.0%
Other Revenue	$55,615	$44,500	$53,136	$41,600	($2,900)	-6.5%
Appr. Fund Balance (b)	$118,903	$8,700	$47,512	$0	($8,700)	N/A
County Tax Levy (a)	$4,195,440	$4,265,440	$4,265,440	$4,300,100	$34,660	0.8%
Total Revenue Sources	$5,418,570	$5,544,180	$5,598,394	$5,631,848	$87,668	1.6%
Personnel Costs	$4,366,031	$4,478,606	$4,496,702	$4,650,659	$172,053	3.8%
Operating Expenses (b)	$545,188	$761,726	$736,565	$687,142	($74,584)	-9.8%
Interdept. Charges	$312,737	$303,848	$299,214	$294,047	($9,801)	-3.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	$5,223,956	$5,544,180	$5,532,481	$5,631,848	$87,668	1.6%
Rev. Over (Under) Exp.	$194,614	-	$65,913	-	-	N/A

Position Summary (FTE)					
General Fund:					
Regular Positions	51.42	51.25	51.25	50.75	(0.50)
Extra Help	1.44	1.33	1.33	1.40	0.07
Overtime	0.03	0.03	0.03	0.02	(0.01)
Total	**52.89**	**52.61**	**52.61**	**52.17**	**(0.44)**
End User Technology Fund (Memo):					
Regular Positions	30.20	27.45	27.45	27.45	0.00
Extra Help	7.36	9.78	9.78	6.16	(3.62)
Overtime	0.03	0.03	0.03	0.06	0.03
Total	**37.59**	**37.26**	**37.26**	**33.67**	**(3.59)**
Grand Total	**90.48**	**89.87**	**89.87**	**85.84**	**(4.03)**

(a) 2007 Actual has 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) 2008 Estimate includes $30,000 Fund Balance carryover in revenues and expenditures for a Point of Service claims audit.

Major Departmental Strategic Outcomes and Objectives for 2009

County-Wide Key Strategic Outcome: A safe county

Objective 1: Achieve 95% satisfaction rating for the Information Technology (IT) technical support provided to the Waukesha County Communication Center (WCCC) and a 75% satisfaction rating for the Help Desk function. Reduce problem issues with Help Desk performance to raise satisfaction rating. (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:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Calls to the Help Desk	79	100	105	100
% of Satisfaction with Help Desk	N/A	N/A	50%	75%
Requests to bring in IT technical support personnel during non-business hours	10	10	2	10
% of WCCC personnel satisfied	95%	95%	95%	95%

County-Wide Key Strategic Outcome: An environmentally responsible county

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

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

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Paper and postage savings	$6,000	$7,700	$6,000	$7,700
Number of subscribers	5,000	8,200	5,000	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. (Budget and Human Resources, Aging and Disability Resource Center and Health and Human Services)

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

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target	2010 Target
% of cost savings to the County	N/A	N/A	N/A	0%	10%

Objective 5: 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:	2007 Actual	2008 Target	2008 Estimate	2009 Target
% actual sick leave retirement payout payments deviate from estimate.	N/A	20%	20%	15%

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

Objective 6: Working with Corporation Counsel, develop policies, procedures and a County-wide system for department users that provides for effective life-cycle storage management of electronic records, and also provides for the appropriate disposal of those records when they have reached their end-of-life requirement. The system will also provide for litigation holds and suspension of disposal if it is required. (Information Technology, Business Office, Employment Services, and Risk Management)

Key Outcome Indicator: Manual system, using a rules-based formula, is in place to manage these electronic records by late 3rd quarter 2009, with an automated tool in place during 2010.

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

Objective 7: Achieve a $300,000 increase in purchases from 2008 to qualify for increased rebates to the County for 2009. (Purchasing and Accounting)

Key Outcome Indicator: A $300,000 increase in payments eligible to qualify for procurement card rebates for 2009 over the 2008 levels.

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Qualifying payments for rebate*	$2,200,000	$1,500,000	$2,500,000	$2,800,000
$ Increase over previous year	$1,200,000	$250,000	$300,000	$300,000

*The qualifying payments and rebates are based on contract year effective March 1st.

Objective 8: Improve cost containment associated with Information Technology. (Information Technology)

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

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Operating cost reduction	$18,000	$50,000	$50,000	$100,000
Number of shared service agreements	1	3	1	2
Labor cost reduction	$42,250	$75,000	$78,000	$75,000

Objective 9: 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:	2007 Actual	2008 Target	2008 Estimate	2009 Target
# of government units participating	16	15	17	15
# of non-County participants at training sessions	87	75	90	80
Avg. fee charged per person trained	$24	$25	$28	$31
Revenue received from participating units*	$3,637	$1,500	$2,500	$2,500
Satisfaction of participants	N/A	Meets Expectations	Meets Expectations	Meets Expectations

* 2007 Actual revenue is high due to $1,500 from the City of Racine to participate in the Hay Study program.

Objective 10: 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 and Budget)

Key Outcome Indicator: Reduction in Information Technology staff time to upload the budget information onto the Waukesha County's website. Additional hour savings will be achieved through departmental ability to manage their own content rather than relying on IT development resources to develop.

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Web developer staff time saved uploading Executive and Adopted budget books	N/A	24 hours	35 hours	24 hours
Web developer staff time saved by departments entering their own content	N/A	0 hours	100 hours	250 hours

Objective 11: Implement an integrated County-wide cashiering system in order to reduce the cost of delivering services and to reduce the cost and support necessary for maintaining duplicative systems at the County. (Business Office and Information Technology)

Key Outcome Indicator: Reduction of independent departmental stand-alone cashiering systems.

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Reduction of stand-alone cashier systems	N/A	N/A	N/A	5-10

Objective 12: Evaluate and implement an electronic application process including a paperless system where applicants and employees complete applications on-line, over the internet, at a personal computer, at a kiosk within the Human Resources offices or at other designated locations to reduce processing time and staff support. (Employment Services and Administrative Services)

Key Outcome Indicator: The ability of departments to access applications on a timely and effective basis through an online system; thereby reducing the need for support staff manual interventions.

Performance Measure:	2007 Actual	2008 Target	2009 Target	2010 Target
To reduce reliance on temporary help/third party assistance based on staff time savings realized	N/A	N/A	TBD	0.25 FTE

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**11.30**	**10.80**	**10.80**	**10.80**	**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	$4,000	$0	$0	$0	$0
County Tax Levy	**$566,423**	**$535,193**	**$535,193**	**$593,797**	**$58,604**
Total Revenues	**$570,423**	**$535,193**	**$535,193**	**$593,797**	**$58,604**
Personnel Costs	$567,577	$468,482	$465,705	$524,622	$56,140
Operating Expenses	$19,567	$36,610	$33,260	$39,260	$2,650
Interdept. Charges	$30,136	$30,101	$29,967	$29,915	($186)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$617,280**	**$535,193**	**$528,932**	**$593,797**	**$58,604**

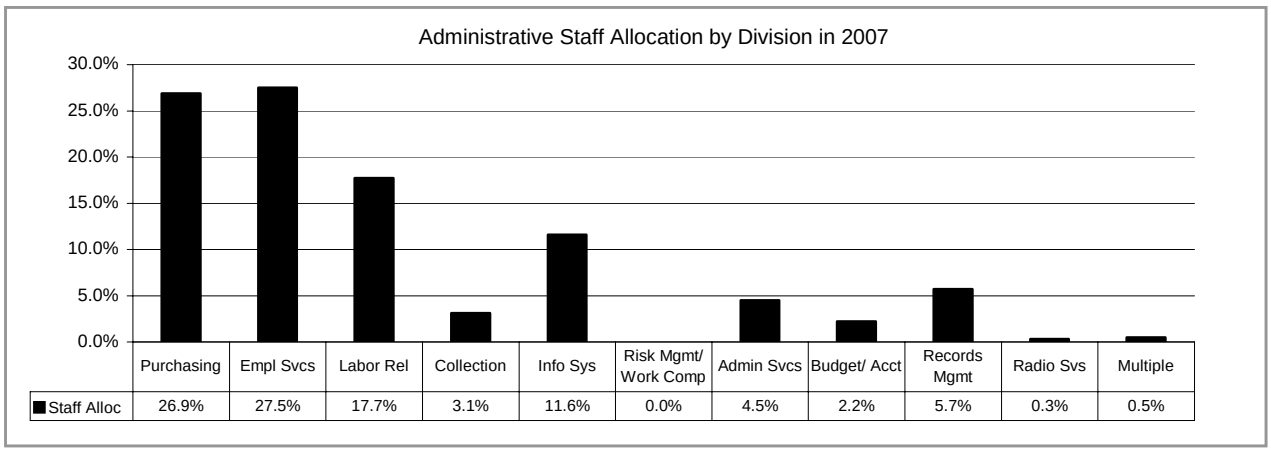
Rev. Over (Under) Exp.	($46,857)	-	$6,261	-	-

Program Highlights

County Tax Levy funding increases by approximately $58,600 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase mostly due to cost to continue existing staff and a transfer of vacancy and turnover of $40,100 to End User Technology Fund to more properly reflect the turnover of staff in each fund. Operating expenditures increase $2,650 mostly due to transferring in the printing of the Comprehensive Annual Financial Report (CAFR) and the County Executive Budget book from the Non-Departmental General Fund Budget.

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**
General Government	$317,737	$274,014	$274,014	$421,338	$147,324
Charges for Services	$136,011	$146,384	$146,384	$149,302	$2,918
Interdepartmental	$529,708	$651,642	$655,642	$659,425	$7,783
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**($513,852)**	**($532,068)**	**($532,068)**	**($674,672)**	**($142,604)**
Total Revenues	**$469,604**	**$539,972**	**$543,972**	**$555,393**	**$15,421**
Personnel Costs	$486,070	$513,677	$509,296	$529,287	$15,610
Operating Expenses	$16,568	$18,510	$22,699	$18,560	$50
Interdept. Charges	$9,478	$7,785	$7,785	$7,546	($239)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$512,116**	**$539,972**	**$539,780**	**$555,393**	**$15,421**
Rev. Over (Under) Exp.	($42,512)	-	$4,192	-	-

Program Highlights

General Government revenues increase due to increases in Child Support and Income Maintenance indirect revenues. Charges for Services increase due to an increase in the tax billing rate and an increase in the number of parcels. Interdepartmental revenue increases due to an increase in indirect cost charges.

County Tax Levy funding decreases by approximately $142,600 mainly due to increased revenues budgeted as outlined above.

Personnel costs increase due to cost to continue existing staff. Interdepartmental charges decrease due to a reduction in End User Technology Fund charges.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	103,105	103,700	107,800	108,000	4,300
# Notice of Assessment Customers	16	17	9	9	(8)
# Notice of Assessments	6,166	5,000	5,597	5,000	0
# Online Payments	3,306	3,300	3,600	3,800	500
$ Online Payments	$10,625,127	$10,500,000	$11,700,000	$11,800,000	$1,300,000
# Municipalities participating with County's online payment program	1	1	1	1	0

Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2007 Actual	2008 Budget	2008 Estimate	2009 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	$12,022	$0	$3,152	$0	$0
County Tax Levy	**$266,064**	**$270,664**	**$270,664**	**$282,225**	**$11,561**
Total Revenues	**$278,086**	**$270,664**	**$273,816**	**$282,225**	**$11,561**
Personnel Costs	$166,655	$177,150	$177,776	$184,151	$7,001
Operating Expenses	$94,096	$87,509	$88,653	$92,268	$4,759
Interdept. Charges	$6,052	$6,005	$6,005	$5,806	($199)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$266,803**	**$270,664**	**$272,434**	**$282,225**	**$11,561**
Rev. Over (Under) Exp.	$11,283	-	$1,382	-	-

Program Highlights

County Tax Levy funding increases by approximately $11,600 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase due to cost to continue existing staff. Operating expenses increase mainly due to increased costs associated with the Ceridian system including payroll processing and maintenance.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Paychecks Processed	45,129	45,000	45,000	45,000	0
Payroll Exception Checks	32	30	35	35	5
W2s Processed	2,088	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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**6.50**	**6.50**	**6.50**	**6.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$839	$662	$1,986	$1,986	$1,324
Interdepartmental	$45,494	$53,888	$53,888	$55,422	$1,534
Other Revenue	$1,049	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$599,088**	**$628,646**	**$628,646**	**$650,092**	**$21,446**
Total Revenues	**$646,470**	**$683,196**	**$684,520**	**$707,500**	**$24,304**
Personnel Costs	$533,674	$561,544	$559,936	$579,638	$18,094
Operating Expenses	$112,013	$109,601	$111,497	$115,794	$6,193
Interdept. Charges	$12,498	$12,051	$11,115	$12,068	$17
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$658,185**	**$683,196**	**$682,548**	**$707,500**	**$24,304**

Rev. Over (Under) Exp.	($11,715)	-	$1,972	-	-

Program Highlights

Charges for Services revenues increase due to increased wage assignment fees. Interdepartmental revenues increase due to increased charges for financial services provided to the Treasurer.

County Tax Levy funding increases by approximately $21,400 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase due to cost to continue existing staff. Operating expenses increase mainly due to Oracle software maintenance by $2,400 and audit services by $1,900.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Budget Entries Prepared	998	1,200	1,200	1,200	0
Journal Entries Audited	2,737	3,000	2,800	2,800	(200)
Requisition Lines Audited	1,628	2,400	1,800	1,800	(600)
Invoice Lines (Direct Buys) Audited	84,487	84,000	84,000	83,500	(500)
Procard Lines Entered/Audited	8,960	9,900	9,300	9,300	(600)

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**5.57**	**5.54**	**5.54**	**5.60**	**0.06**
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	$20,000	$0	$3,480	$0	$0
County Tax Levy	**$519,454**	**$542,767**	**$542,767**	**$570,940**	**$28,173**
Total Revenues	**$539,454**	**$542,767**	**$546,247**	**$570,940**	**$28,173**
Personnel Costs	$471,193	$502,667	$496,853	$531,080	$28,413
Operating Expenses	$16,956	$29,985	$20,150	$29,923	($62)
Interdept. Charges	$11,223	$10,115	$10,115	$9,937	($178)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$499,372**	**$542,767**	**$527,118**	**$570,940**	**$28,173**

Rev. Over (Under) Exp.	$40,082	-	$19,129	-	-

Program Highlights

County Tax Levy funding increases by approximately $28,200 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase due to cost to continue existing staff, an increase in health insurance by $16,300 for changes in plan selections for existing employees and an increase in temporary extra help by $1,400. Interdepartmental charges decrease due to a reduction in End User Technology Fund charges, partially offset by an increase in Records Management storage costs.

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**
Charges for Services	$3,676	$1,550	$2,867	$2,550	$1,000
Other Revenue	$40,371	$32,500	$26,500	$26,500	($6,000)
Appr. Fund Balance	$53,590	$8,700	$8,700	$0	($8,700)
County Tax Levy	**$569,863**	**$587,670**	**$587,670**	**$614,536**	**$26,866**
Total Revenues	**$667,500**	**$630,420**	**$625,737**	**$643,586**	**$13,166**
Personnel Costs	$413,038	$436,415	$433,884	$444,017	$7,602
Operating Expenses	$121,773	$157,925	$143,935	$164,182	$6,257
Interdept. Charges	$32,372	$36,080	$36,080	$35,387	($693)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$567,183**	**$630,420**	**$613,899**	**$643,586**	**$13,166**

Rev. Over (Under) Exp.	$100,317	-	$11,838	-	-

Program Highlights

Charges for Services revenue increases by $1,000 due to increased attendance in training programs and increased average fee charged. Other Revenue decreases by $6,000 due to decreased merchandise sales by $5,000 and decreased wellness revenue by $1,000. Fund Balance revenue decreases by $8,700 due to one-time uses in 2008 of $5,000 for an upgrade in the wellness center and $3,700 from prior year cafeteria/vending revenue for a new stove and replacement of the cooler floor in the cafeteria.

County Tax Levy funding increases by approximately $26,900 mainly due to a decrease in revenues greater than the decrease in expenditures budgeted as outlined below.

Personnel costs increase by $7,600 due to cost to continue existing staff. Operating expenses increase $6,300 mainly due to $18,500 for a new initiative to implement an electronic application process, partially offset by decreased expenses associated with decreased revenues including merchandise for resale by $5,000, wellness center upgrades by $5,000, cafeteria replacements by $3,700 and wellness expenses by $1,000. Interdepartmental charges decrease mostly due to decreased End User Technology Fund charges and decreased Records Management charges.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
# of Seasonal,Temporary Employees Hired (a)	300	325	200	200	(125)
# of Regular Full-Time Employees Hired	94	90	75	80	(10)
Promotions/Demotions/Transfers (b)	96	100	145	100	0
Peak # of Employees on Payroll	1,867	1,900	1,850	1,850	(50)
# of Employee/Family Medical Leaves	171	175	218	200	25
# of non-County participants trained	87	75	90	80	5

(a) Decrease in seasonal employees is due to employees no longer being terminated and then rehired the next year. They stay active from year to year now.

(b) Transfers increase in 2008 due to the creation of the Aging and Disability Resource Center.

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 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	$15,000	$97,400	$97,400	$0	($97,400)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$30,780	$0	$0
County Tax Levy	**$409,353**	**$426,009**	**$426,009**	**$431,459**	**$5,450**
Total Revenues	**$424,353**	**$523,409**	**$554,189**	**$431,459**	**($91,950)**
Personnel Costs	$361,420	$376,525	$375,279	$382,009	$5,484
Operating Expenses	$56,676	$137,101	$167,101	$39,945	($97,156)
Interdept. Charges	$9,100	$9,783	$9,783	$9,505	($278)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$427,196**	**$523,409**	**$552,163**	**$431,459**	**($91,950)**

Rev. Over (Under) Exp.	($2,843)	-	$2,026	-	-

Program Highlights

Interdepartmental revenues decrease $97,400 due to elimination of funds transferred from health insurance funds. These costs when occurring will be budgeted in the new Health & Dental Insurance internal service fund budget.

Appropriated Fund Balance in 2008 Estimate includes $30,000 carryover for Point of Service claims audit, also included in operating expenses.

County Tax Levy funding increases by approximately $5,500 mainly due to a decrease in revenues greater than the decrease in expenditures budgeted as outlined below.

Personnel costs increase $5,484 due to cost to continue existing staff. Operating expenses decrease $97,156 mostly due to one-time expenditures in 2008 not repeated in 2009 including health and wellness initiative by $50,000, pharmacy audit by $32,400 and health insurance consultant services by $15,000.

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).

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**3.50**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$147	$0	$125	$125	$125
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$14,195	$12,000	$26,636	$15,100	$3,100
Appr. Fund Balance	$540	$0	$0	$0	$0
County Tax Levy	**$348,675**	**$330,347**	**$330,347**	**$348,337**	**$17,990**
Total Revenues	**$363,557**	**$342,347**	**$357,108**	**$363,562**	**$21,215**
Personnel Costs	$306,060	$280,538	$290,742	$303,626	$23,088
Operating Expenses	$16,002	$39,970	$30,970	$39,470	($500)
Interdept. Charges	$18,337	$21,839	$20,605	$20,466	($1,373)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$340,399**	**$342,347**	**$342,317**	**$363,562**	**$21,215**
Rev. Over (Under) Exp.	$23,158	-	$14,791	-	-

Program Highlights

County Tax Levy funding increases by approximately $18,000 mainly due to increased expenditures greater than increased revenues budgeted as outlined below.

Revenues increase $3,225 mostly due to increased procurement card rebates.

Personnel costs increase mostly due to cost to continue existing staff and a change from a single health plan to a family plan for an existing employee. Operating expenses decrease mostly due to reduced printing costs. Interdepartmental expenses decrease mostly due to reduced postage costs.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Requisitions Processed	523	560	560	560	0
Purchase Orders Issued	657	750	750	750	0
Bids/Proposals Issued	150	130	130	130	0
Procard Transactions	$2,200,000	$1,500,000	$2,500,000	$2,500,000	$1,000,000

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**11.00**	**11.50**	**11.50**	**11.00**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$28,751	$0	$1,400	$0	$0
County Tax Levy (a)	**$1,430,372**	**$1,476,212**	**$1,476,212**	**$1,483,386**	**$7,174**
Total Revenues	**$1,459,123**	**$1,476,212**	**$1,477,612**	**$1,483,386**	**$7,174**
Personnel Costs	$1,060,344	$1,161,608	$1,187,231	$1,172,229	$10,621
Operating Expenses	$91,537	$144,515	$118,300	$147,740	$3,225
Interdept. Charges	$183,541	$170,089	$167,759	$163,417	($6,672)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,335,422**	**$1,476,212**	**$1,473,290**	**$1,483,386**	**$7,174**

Rev. Over (Under) Exp.	$123,701	-	$4,322	-	-

(a) 2007 Actual has 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 $7,200 mainly due to increased expenditures budgeted as outlined below.

Personnel costs increase in the 2008 estimate due to health insurance coverage changes for three existing employees. Personnel costs also increase in the 2009 Budget for cost to continue existing staff, partially offset by unfunding 0.50 FTE Senior Information Systems Professional as a result of workload reorganization efficiencies with the Records Management unit. Operating expenses increase by $3,200 mainly due to an increase in contracted services by $7,800, partially offset by decreases in office supplies, computer equipment, computer software and third party computer charges. Interdepartmental charges decrease by $6,700 mainly due to decreased End User Technology Fund charges by $4,700, decreased telephone charges by $1,100 and decreased records management charges by $800.

Fund Purpose

The End User Technology Fund is an Internal Service Fund established to (1) finance the commonly used business, web-related and technical infrastructure used to support County technology users; (2) finance the replacement of office copiers; & (3) support the records management and mail services needs of County departments.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	2007 Actual (b)(e)	2008 Adopted Budget	2008 Estimate	2009 Budget (f)	Change From 2008 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$93,114	$75,000	$75,000	$75,000	$0	0.0%
Interdepartmental (a)	$3,651,752	$4,011,339	$3,947,769	$4,200,193	$188,854	4.7%
Other Revenue (e)	($799,768)	$0	$0	$0	$0	N/A
Appr. Fund Balance (f)	$1,169,185	$1,005,538	$967,007	$1,011,144	$5,606	0.6%
County Tax Levy (b)(c)	**$1,550,245**	**$1,550,245**	**$1,550,245**	**$1,165,245**	**($385,000)**	**-24.8%**
Total Revenue Sources	**$5,664,528**	**$6,642,122**	**$6,540,021**	**$6,451,582**	**($190,540)**	**-2.9%**
Personnel Costs	$2,842,026	$2,952,747	$2,899,525	$2,870,005	($82,742)	-2.8%
Operating Expenses	$3,255,060	$3,551,182	$3,473,091	$3,499,548	($51,634)	-1.5%
Interdept. Charges (b)	$73,406	$76,180	$77,269	$82,029	$5,849	7.7%
Fixed Assets (d) (memo)	$157,765	$455,026	$428,565	$464,113	$9,087	2.0%
Total Expenditures (d)	**$6,170,492**	**$6,580,109**	**$6,449,885**	**$6,451,582**	**($128,527)**	**-2.0%**
Operating Inc./(Loss) (d)(e)	($505,964)	$62,013	$90,136	-	($62,013)	-100.0%

Position Summary (FTE)					
Regular Positions	30.20	27.45	27.45	27.45	0.00
Extra Help	7.36	9.78	9.78	6.16	(3.62)
Overtime	0.03	0.03	0.03	0.06	0.03
Total	37.59	37.26	37.26	33.67	(3.59)

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users that may be funded by a combination of revenue sources including tax levy.

(b) 2007 Actual has 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.

(c) Tax Levy within the End User Technology program provides initial funding of the plan for the difference between expenditures and revenues.

(d) 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.

(e) 2007 Loss on sale of assets of $808,614 reflects the decision not to further depreciate costs associated with backlog records management projects completed for departments as part of the records management capital project and loss on sale of assets of $17,252 reflects a change in the useful life of copy machines.

(f) 2009 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $661,144 and General Fund Balance of $350,000.

Major Departmental Strategic Outcomes and Objectives for 2009

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

Objective 1: Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (End User Technology)

Key Outcome Indicator: Alignment of the expenses associated with workstation support and technology infrastructure with the charges for those two categories. Compare the proportions of both the expenses and charges for both.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Percent PC Support Costs	44%	N/A	N/A	N/A
Percent Infrastructure Costs	56%	N/A	N/A	N/A
Percent PC-Based Charges	100%	N/A	N/A	N/A
Percent Infrastructure Charges	0%	N/A	N/A	N/A
Percent ID Login Costs	N/A	49%	49%	46%
Percent Server & Software Costs	N/A	42%	42%	44%
Percent Connected Device Cost	N/A	9%	9%	10%

Objective 2: Identify total number of electronic records stored. Implement technology and policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements. (Records Management)

End User Technology

Program Description

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

Included in this program are two sections of Information Technology:

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

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

End User Technology (cont.)

	2007 Actual (b)	2008 Budget	2008 Estimate	2009 Budget (e)	Budget Change
Staffing (FTE)	**26.64**	**26.51**	**26.51**	**26.05**	**(0.46)**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$2,708,262	$2,896,017	$2,896,017	$3,274,798	$378,781
Other Revenue	$23,443	$0	$0	$0	$0
Appr. Fund Balance (b)(e)	$1,023,234	$932,938	$932,938	$972,985	$40,047
County Tax Levy (b)(c)	**$1,550,245**	**$1,550,245**	**$1,550,245**	**$1,145,245**	**($405,000)**
Total Revenues	**$5,305,184**	**$5,379,200**	**$5,379,200**	**$5,393,028**	**$13,828**
Personnel Costs	$2,479,173	$2,539,428	$2,512,800	$2,542,686	$3,258
Operating Expenses	$2,596,010	$2,831,648	$2,831,648	$2,842,015	$10,367
Interdept. Charges	$4,040	$8,124	$8,124	$8,327	$203
Fixed Assets (Memo) (d)	$145,176	$386,000	$386,600	$394,000	$8,000
Total Expenditures (d)	**$5,079,223**	**$5,379,200**	**$5,352,572**	**$5,393,028**	**$13,828**

Operating Income/(Loss) (d)	$225,961	-	$26,628	-	-

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy.
(b) 2007 Actual has 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.
(c) Tax Levy within the End User Technology program provides initial funding of the plan.
(d) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.
(e) 2009 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $622,985 and General Fund Balance of $350,000.

Program Highlights

Interdepartmental revenues increase $378,781 as the Department continues to phase in full cost recovery, which is currently at 61%. Fund Balance increases $40,047 and Tax Levy decreases $405,000 with $350,000 of tax levy transferred to departments.

Personnel costs increase $3,258 mostly due to cost to continue existing staff, partially offset by a decrease in temporary extra help and related benefits by $14,500 and by transferring vacancy and turnover of $40,100 from the Department of Administration-General Fund Information Technology to End User Technology Fund to better align with staff transferred in 2007.

Activity

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

The plan is scheduled to replace 205 PC's (including laptops), 300 flat panels and 30 peripherals (printers, scanners, etc.) in 2009. The plan currently supports 1,430 personal workstations and laptop computers.

Year	2002	2003	2004	2005	2006	2007	2008	2009	Incr./(Decr.)
PC	311	340	238	341	323	317	186	205	19
Flat panels	N/A	N/A	N/A	N/A	N/A	336	164	300	136
Peripherals	40	20	15	20	25	15	35	30	(5)

Microfilm and Imaging/Records Management

Program Description

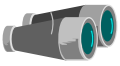
Microfilm/Imaging is responsible for the microfilming and imaging of County records. Activities include: receipt, file preparation, microfilming/scanning, chemical processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, 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.

	2007 Actual (b)	2008 Budget	2008 Estimate	2009 Budget (e)	Budget Change
Staffing (FTE)	**10.65**	**10.45**	**10.45**	**7.32**	**(3.13)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$93,114	$75,000	$75,000	$75,000	$0
Interdepartmental	$413,060	$526,999	$506,974	$347,918	($179,081)
Other Revenue (c)	($805,959)	$0	$0	$0	$0
Appr. Fund Balance (a)	$145,951	$72,600	$34,069	$29,606	($42,994)
County Tax Levy	**$0**	**$0**	**$0**	**$20,000**	$20,000
Total Revenues	**($153,834)**	**$674,599**	**$616,043**	**$472,524**	**($202,075)**
Personnel Costs	$348,267	$398,696	$372,159	$312,170	($86,526)
Operating Expenses	$215,820	$223,254	$167,010	$101,804	($121,450)
Interdept. Charges (a)	$59,345	$52,649	$52,883	$58,550	$5,901
Fixed Assets (b)	$1,911	$0	$0	$0	$0
Total Expenditures (b)	**$623,432**	**$674,599**	**$592,052**	**$472,524**	**($202,075)**

Operating Income/(Loss) (b)(c)	($777,266)	-	$23,991	-	-

(a) 2007 Actual has 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.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the department's operating request will be funded by operating revenues, tax levy and General Fund Balance.
(c) 2007 loss on sale of assets of $808,614 reflects the decision not to further depreciate costs associated with backlog records management projects completed for departments as part of the records management capital project.



Program Highlights

Charges for Services reflect recent history of services provided to third party customers adjusted for anticipated reduced document volume. Interdepartmental revenues decrease $179,100 mainly due to decreased imaging/microfilm revenues resulting from elimination of services for Clerk of Courts by $97,000 as they image their records in their department, decreased volume for Register of Deeds by $52,000 and decreased volume for District Attorney by $31,500. Charges to departments for Stellent imaging software licenses of $33,300 are eliminated resulting from transferring the licenses to End User Technology program, offset by an increase for records center charges by $33,600 reflecting the second year of a three-year phase in to full cost for storing records at the records center. Fund Balance is for depreciation. Tax Levy of $20,000 for imaging Accounts Payable invoices for all departments, not charged to other departments, is transferred from Non-Departmental.

Personnel costs decrease by $86,500 mainly due to decreased temporary extra help by $71,400 and decreased health insurance by $13,700 resulting from staff turnover. Proposed reclass of 2.00 FTE Imaging Technician to Records Management Analyst to reflect additional responsibilities of researching and analyzing records management options to assist departments in the most effective and efficient records management options. Operating expenses decrease $121,450 mainly due to decreased software and equipment maintenance by $62,800, decreased depreciation by $43,000 and decreased microfilm supplies by $13,500. Interdepartmental charges increase due to increased End User Technology Fund charges.

Mail Services / Copier Replacement

Program Description

Mail Services provides prompt sorting and delivery of all in-coming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering. This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than $5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than $5,000 are expensed in the year of purchase.

	2007 Actual (b)	2008 Budget	2008 Estimate	2009 Budget (e)	Budget Change
Staffing (FTE)	**0.30**	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (b)	$530,430	$588,323	$544,778	$577,477	($10,846)
Other Revenue (c)	($17,252)	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$8,553	$8,553
County Tax Levy	**$0**	**$0**	**$0**	**$0**	$0
Total Revenues	**$513,178**	**$588,323**	**$544,778**	**$586,030**	**($2,293)**
Personnel Costs	$14,586	$14,623	$14,566	$15,149	$526
Operating Expenses	$443,230	$496,280	$474,433	$555,729	$59,449
Interdept. Charges	$10,021	$15,407	$16,262	$15,152	($255)
Fixed Assets (a)	$10,678	$69,026	$41,965	$70,113	$1,087
Total Expenditures (a)	**$467,837**	**$526,310**	**$505,261**	**$586,030**	**$59,720**
Operating Income/(Loss) (a)(c)	$45,341	$62,013	$39,517	-	($62,013)

(a) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
(b) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
(c) 2007 loss on sale of assets of $17,252 reflects a change in the useful life of copy machines.

Program Highlights

Interdepartmental revenues decrease $10,800 mostly due to a decrease in mail by $14,500 reflecting lower postage volume, partially offset by an increase in postage rates. This is partially offset by a $3,700 increase in copier replacement charges. End User Technology Fund Balance appropriation is for the depreciation expense related to copier machines.

Operating expenses increase $59,400 mostly due to an increase in copier purchases by $60,500 reflecting a 123% increase in the number of copiers to be replaced in 2009 compared to 2008, an increase in depreciation of copiers by $14,500, partially offset by a decrease in postage related expense by $15,400 reflecting a decrease in volume. Fixed Assets reflects the purchase of replacement copy machines.

Activity – Copier Replacement

Copier Purchases	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Total Number of Units in Plan	74	73	74	74	1
Units Purchased Annually	20	13	13	29	16

Activity – Records Management

Output Indicators	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Storage Boxes Received (a)	1,861	1,900	1,500	1,900	0
Storage Boxes Destroyed (a)	1,310	1,150	1,150	1,000	(150)
Boxes/Journals Offsite (b)	13,977	14,686	14,327	15,227	541

(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

Output Indicators	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Microfilm Reels Created	315	255	345	250	(5)
Images Converted (Microfilmed & Digitized) (c)(d)	1,550,992	1,598,700	1,626,576	992,700	(606,000)
CD's Produced (c)	1,314	1,200	1,280	1,280	80

(c) Directly related to the real estate market.
(d) An increase in imaging and microfilming in 2008 is due to 2007 work to be completed in 2008.

Activity – Mail Services

Output Indicators	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Incoming Mail (Bins)	1,876	1,950	1,950	1,900	(50)
Outgoing Mail (Pieces)	759,677	730,000	743,000	735,000	5,000
Outgoing UPS (Pieces)	316	375	300	300	(75)

Fund Purpose

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

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fines/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$983,854	$1,087,550	$1,087,550	$1,208,300	$120,750	11.1%
Other Revenue (b)	$808,129	$650,000	$639,764	$525,000	($125,000)	-19.2%
Appr. Fund Balance (c)	$450,703	$463,898	$463,954	$594,864	$130,966	28.2%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources(a)(b)(c)	**$2,242,686**	**$2,201,448**	**$2,191,268**	**$2,328,164**	**$126,716**	**5.8%**
Expenditures						
Personnel Costs	$281,910	$286,114	$273,129	$284,724	($1,390)	-0.5%
Operating Expenses	$1,735,722	$1,839,248	$1,842,049	$1,975,344	$136,096	7.4%
Interdept. Charges	$68,934	$76,086	$76,090	$68,096	($7,990)	-10.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Debt Principal (memo) (d)	$134,312	$0	$0	$0	$0	N/A
Total Expenditures (d)	**$2,086,566**	**$2,201,448**	**$2,191,268**	**$2,328,164**	**$126,716**	**5.8%**
Operating Inc./(Loss) (d)	$156,120	-	-	-	-	N/A

Position Summary (FTE)					
Regular Positions	3.20	3.20	3.20	3.20	0.00
Extra Help	0.00	0.00	0.04	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	3.20	3.20	3.24	3.20	0.00

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Other revenues include investment income, which is decreased to reflect reduction in Fund Balance.
(c) Risk Management Fund Balance appropriations are as follows: 2007 Budget, $166,359 General Liability/Auto Liability/Other, $256,525 Workers' Compensation; 2008 Budget, $150,320 General Liability/Auto Liability/Other, $313,578 Workers' Compensation. In the 2009 Budget Fund Balance appropriation includes **$500,000 in General Fund Balance** and $94,864 in Risk Management. Fund Balance of $182,850 is budgeted in General Liability/Auto Liability/Other and $412,014 is budgeted in Workers' Compensation.
(d) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards. Debt is paid in full in 2007.

Major Departmental Strategic Outcomes and Objectives for 2009

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

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

Key Outcome Indicator:
1) Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience Modification Factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor below 1.00 is an indication of better than average performance. An experience modification above 1.00 is an indication of below average performance.
2) 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. These rates can help determine both problem areas and progress in preventing work-related injuries and illnesses, comparing one's performance to similar entities. The objective is to out perform other local governments in the State of Wisconsin. Incident rates represent the number of injuries and illnesses per 100 full-time workers calculated as (N/EH) x 200,000 where N = number of injuries and illnesses per 100 full-time workers, EH = total hours worked by all employees, 200,000 = base for 100 equivalent full-time workers per BLS.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Workers' Compensation Experience Modification Factor	NA	NA	.91	At or below 1.00
BLS - Total cases incident rate	8.0	<6.0	7.1	<6.3
BLS - Days away from work incident rate	2.1	<2.4	1.5	<2.5

General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (14) and cities (2).

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.95**	**1.95**	**1.95**	**0.00**
Interdepartmental (a)	$619,482	$644,550	$644,550	$676,800	$32,250
Other Revenue	$574,386	$570,000	$513,000	$470,000	($100,000)
Appr. Fund Balance	$194,178	$150,320	$150,376	$182,850	$32,530
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,388,046**	**$1,364,870**	**$1,307,926**	**$1,329,650**	**($35,220)**
Personnel Costs	$172,249	$176,348	$167,806	$174,638	($1,710)
Operating Expenses	$846,104	$1,114,144	$1,065,742	$1,088,221	($25,923)
Interdept. Charges	$67,431	$74,378	$74,378	$66,791	($7,587)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Debt Principal (Memo) (b)	$134,312	$0	$0	$0	$0
Total Expenditures (b)	**$1,085,784**	**$1,364,870**	**$1,307,926**	**$1,329,650**	**($35,220)**
Operating Inc. /(Loss)(b)	$302,262	-	-	-	-

(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 5.0% increase, or $32,250, with the assistance of $182,850 in General Fund Balance. Other Revenue includes investment income, which was reduced to reflect reduction in Fund Balance and associated investment earnings.

Personnel costs decreased $1,710 due to change in an employee's benefits. Operating expenses decreased $25,923 primarily due to a decrease of $68,000 in Estimated Future Claims payments, based on historical trends, partially offset by an increase of $41,900 in insurance expense. Interdepartmental charges decreased $7,587 primarily due to decrease in computer maintenance charges given allocation methodology.

Workers' Compensation

Program Description

Workers' Compensation provides for self-insured workers' compensation claims administration, excess workers' compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**1.30**	**1.25**	**1.25**	**1.25**	**0.00**
Interdepartmental (a)	$364,372	$443,000	$443,000	$531,500	$88,500
Other Revenue	$233,743	$80,000	$126,764	$55,000	($25,000)
Appr. Fund Balance	$256,525	$313,578	$313,578	$412,014	$98,436
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$854,640**	**$836,578**	**$883,342**	**$998,514**	**$161,936**
Personnel Costs	$109,661	$109,766	$105,323	$110,086	$320
Operating Expenses	$889,618	$725,104	$776,307	$887,123	$162,019
Interdept. Charges	$1,503	$1,708	$1,712	$1,305	($403)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,000,782**	**$836,578**	**$883,342**	**$998,514**	**$161,936**
Operating Inc. /(Loss)	($146,142)	-	-	-	-

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

Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increased 20% or $88,500, to better reflect historical claims payout patterns. The department charges were held at a 20% increase with the assistance of $317,150 of General Fund Balance and $94,864 in Risk Management Fund Balance (prior years' retained earnings). Other Revenue includes investment income, which was reduced to reflect reduction in Fund Balance and associated investment earnings.

Personnel costs increase $320 due to cost to continue which was offset by benefits decrease due to change from a family health plan to a single plan after employee turnover. Operating expenses increased $162,019 primarily due to an increase in current year self-insured claims and estimated future claim payments based on historical trends. Interdepartmental charges decrease $403 primarily due to a reduction in estimated collection service charges.

Activity – Risk Management Fund Overall

Output Indicators:	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Estimate
Safety Inspections/Surveys	18	12	4	34	20
Safety Meetings	19	18	13	19	19
Training In-services	18	19	10	22	19
Beat Articles/Flyers	2	2	1	5	4
Contracts & Ins Certificates Reviewed	507	561	404	371	430
Efficiency Indicators:					
Total Purchased Insurance Premium	$666,926	$632,437	$596,890	$629,231	$605,350
Cost of Insurance Per $1,000 of County Expenditures*	$3.36	$2.98	$2.81	$2.83	$2.73
Total Risk Mgmt Expenditures	$1,959,441	$2,963,172	$2,033,157	$2,086,566	$2,201,448
Cost of Risk Per $1,000 of County Expenditures*	$9.99	$14.59	$9.78	$9.38	$9.93

*excludes capital projects & debt service
Note: Output indicators low in 2006 given 7 month staff vacancy.

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Estimate
# of Property/Auto Physical Claims	52	58	45	60	52
Paid & Reserve Net of Subrogation	$141,495	$350,031	$183,707	$260,916	NA
Average Cost Per Claim	$2,721	$6,035	$4,082	$4,349	NA
Subrogation Collections	$19,273	$30,091	$35,567	$34,310	NA
# of General/Auto Liability Claims	61	71	53	72	48
Paid & Reserve	$225,098	$324,094	$112,851	$77,462	NA
Average Cost Per Claim	$3,690	$4,565	$2,129	$1,076	NA

Note: Accident year claims data valued as of 3/31/08.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Estimate
# of Workers' Compensation Claims	121	124	126	126	132
Paid & Reserve Net of Subrogation	$418,894	$668,934	$926,772	$583,004	NA
Average Cost Per Claim	$3,462	$5,394	$7,355	$4,627	NA

Note: Accident year claims data valued as of 03/31/08.
$ Includes legal expenses and statutory workers' compensation portion of disability pay.
NA=estimates not available due to need for actuarial analysis.

Fund Purpose

The Communications Division operates as an Internal Service fund by providing County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.

Financial Summary	2007 Actual	2008 Adotped Budget	2008 Estimate	2009 Budget	Change From 2008 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	$767,254	$801,306	$749,177	$765,426	($35,880)	-4.5%
Appr. Fund Balance (a)(b)	$9,996	$64,000	$64,000	$29,987	($34,013)	-53.1%
Other Revenue	$4,574	$2,652	$3,052	$2,940	$288	10.9%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$781,824**	**$867,958**	**$816,229**	**$798,353**	**($69,605)**	**-8.0%**
Personnel Costs	$180,931	$194,133	$194,025	$200,065	$5,932	3.1%
Operating Expenses	$571,403	$651,710	$570,077	$574,476	($77,234)	-11.9%
Interdept. Charges	$23,286	$22,115	$22,115	$23,812	$1,697	7.7%
Fixed Assets (Memo) (c)	($44,244)	$0	$0	$0	$0	N/A
Total Expenditures	**$775,620**	**$867,958**	**$786,217**	**$798,353**	**($69,605)**	**-8.0%**
Operating Inc./(Loss) (b)	$6,204	-	$30,012	-	-	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	0.04	0.04	0.04	0.00
Total	2.42	2.39	2.39	2.39	0.00

(a) Communications includes a Communications Fund Balance appropriation of $9,996 in 2007, $39,000 in 2008 and $20,900 in 2009 to stabilize charges to departments. In 2008 a Communications Fund Balance appropriation of $25,000 is for depreciation of voice mail system and in 2009 $9,087 is for general equipment depreciation.

(b) The 2007 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. 2007 decrease in fixed assets related to the change in value for the new voice mail system.

Program Highlights

Interdepartmental revenues decrease by $35,900 mostly due to reduced cell phones chargebacks to departments by $24,800 reflecting lower cost for cell phones, reduced chargebacks for variable land line charges by $9,600 and reduced number of land lines, partially offset by an increase in the rates charged to departments by $.50 per month, per land line.

Personnel costs increase by $5,932 due to cost to continue existing staff. Operating expenses decrease $77,234 mostly due to reduced telephone service costs by $42,600; reduced communication equipment repair and maintenance by $19,700, reflecting cost for maintenance of the voice mail system in 2009 included with the capital project and slightly lower phone equipment repair cost; and reduced depreciation expense by $15,900. Interdepartmental charges increase mostly due to an increase in worker's compensation charges by $1,300.

Major Departmental Strategic Outcomes and Objectives for 2009

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.

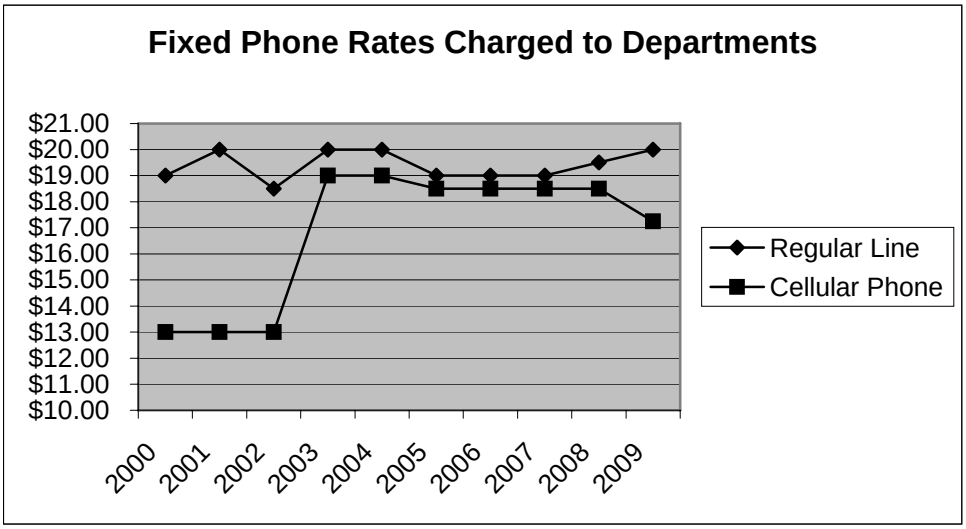
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 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:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Average time to clear issue: Standard Repair – 6 hours	98%	90%	95%	90%
Announced Move – 14 days	99%	95%	95%	95%

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '08	Estimated Operating Impact	A = Annual T = One-Time
200207	Telecommunications Upgrade (a)	2010	$400,000	75%	$18,000	A
200820	IT Infrastructure Upgrade to Wiring Closets (a)	2010	$800,000	0%	TBD	A

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

Activity

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
# of Regular Telephone Lines	1,809	1,787	1,769	1,774	(13)
# of Business Set Lines	180	179	180	180	1
# of Non-Centrex Telephone Lines	129	144	128	128	(16)
# of Cellular Phones	257	264	260	262	(2)

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	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$98,973	$73,525	$87,500	$85,075	$11,550	15.7%
Interdepartmental	$496,251	$467,775	$471,475	$416,050	($51,725)	-11.1%
Other Revenue	$190,264	$199,950	$204,950	$183,100	($16,850)	-8.4%
Appr. Fund Balance (a) (b)	$20,879	$50,811	$52,132	$110,616	$59,805	117.7%
County Tax Levy (c)	**($95,000)**	**($95,000)**	**($95,000)**	**($95,000)**	**$0**	**0.0%**
Total Revenue Sources	**$711,367**	**$697,061**	**$721,057**	**$699,841**	**$2,780**	**0.4%**
Personnel Costs	$486,020	$508,952	$489,532	$511,975	$3,023	0.6%
Operating Expenses	$63,330	$145,857	$114,463	$130,703	($15,154)	-10.4%
Interdept. Charges	$134,033	$137,252	$141,752	$152,163	$14,911	10.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$683,383**	**$792,061**	**$745,747**	**$794,841**	**$2,780**	**0.4%**
Operating Inc./(Loss) (b)	$27,984	($95,000)	($24,690)	($95,000)	-	N/A
Position Summary (FTE)						
Regular Positions	5.75	5.75	5.75	5.75	0.00	
Extra Help	1.06	1.38	1.38	1.38	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	6.81	7.13	7.13	7.13	0.00	

(a) A Collections Fund Balance appropriation in 2007 of $20,879 is for depreciation expense. A Collections 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. A Collections Fund Balance appropriation in 2009 of $24,972 is for depreciation expense and $85,644 to decrease Collections internal cost to departments for total of $110,616 in the 2009 Budget.

(b) The 2007 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2009, the overall amount of this general tax levy reduction totals $725,000.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '08	Estimated Operating Impact	A = Annual T = One-Time
200710	Collection System Interface(s) (a)	2009	$100,000	60%	$15,000	A

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

Major Departmental Strategic Outcomes and Objectives for 2009

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

Objective 1: Work cooperatively with Clerk of Courts, Health & Human Services (HHS), Department of Administration-Information Technology (DOA-IT) and applicable software vendors to identify the best alternative for automating the referral process between HHS, Clerk of Courts and Collections. The desired result is a considerable reduction of time for staff to process referrals and to allow for more timely referral and collection of accounts.

Key Outcome Indicator: Based on 2007, achieve greater than 50% reduction in the amount of time staff spends on referral processing by 2009.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Reduced total staff time per referral	N/A	25%	10%	50%

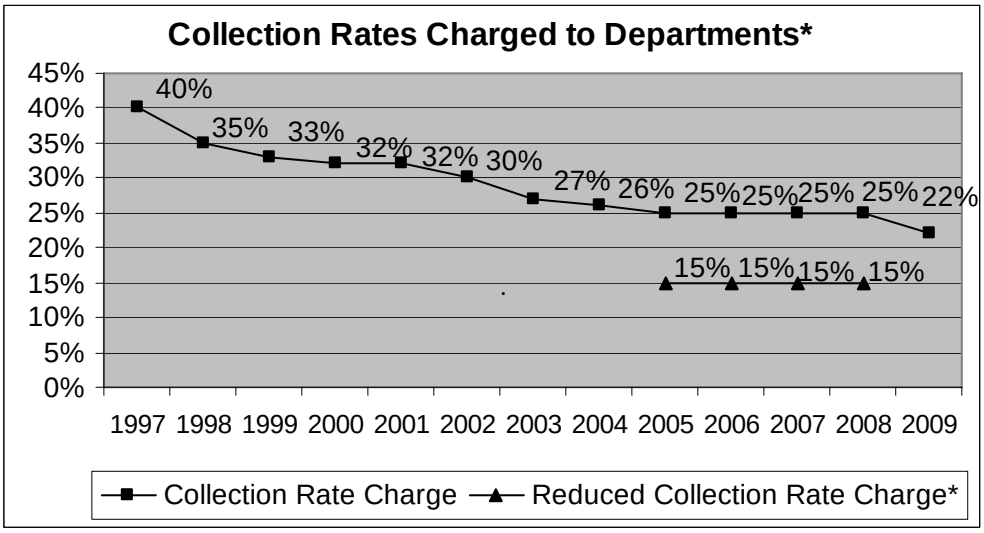
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Ratio – All Collected Funds*	4.08	2.96	3.22	3.12

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

Waukesha Cty. Recovery %	30.8%	31.0%**	31.0%	31.5%
Collection Agencies Rec. %***	11.27%	11.27%	11.27%	11.27%

*Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
**The overall recovery percent is being impacted by increasing referrals from Health & Human Services. These accounts are increasingly more difficult to collect given the nature of the debt, the financial status of the parties being collecting from and the State's ability to pay provisions.
***Source: American Collectors' Association (Top Annual Collection Markets Survey).



*Departments which exceed their estimated total collections for a budget year have their collection rate charge reduced to 15% (2005 – 2008). Plans to be discontinued in 2009 due to a drop in rate charged to 22%.

Objective 2: Implement an integrated County-wide cashiering system in order to reduce the cost of delivering services and to reduce the cost and support necessary for maintaining duplicative systems at the County.

Key Outcome Indicator: Reduction of independent departmental stand-alone cashiering systems. Replace ten with single solution by 2010.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Reduction of stand-alone cashier systems	N/A	N/A	N/A	5-10

Program Highlights

Charges for Services revenues increase $11,550 due to additional municipal collection contracts and increased collections. Interdepartmental revenues decrease $51,725 mainly due to a decease in the rate charged from 25% to 22%. Other Revenues decrease $16,850 mainly due to decreased 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 $110,616 is for general depreciation expense, expenses relating to the collections interface capital project and to a decrease Collections internal rates to departments.

Personnel costs increase by $3,023 mainly due to cost to continue existing staff, partially offset by a decrease for turnover of a Senior Collections Specialist. Operating expenses decrease $15,154 mainly due to a decrease in third party temp help, partially offset by an increase in depreciation. Interdepartmental charges increase by $14,911 mainly due to End User Technology Fund charges by $9,700, postage by $3,000, County-wide overhead by $1,200 and records management box storage charges by $1,000.

In summary, over 17% of the total costs incurred by this program are for County-wide and departmental indirect costs, depreciation expense, legal support from Corporation Counsel offices, additional support from Department of Administration and end user computer support total cost of personal computer ownership.

Activity

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	$1,435,206	$1,185,150	$1,200,000	$1,399,200	$214,050
$ Coll. & Shared with State	$1,090,043	$950,000	$950,000	$840,000	($110,000)
$ Coll. for Municipal Customers	$255,864	$210,000	$250,000	$243,000	$33,000
Total $ Collected	**$2,781,113**	**$2,345,150**	**$2,400,000**	**$2,482,200**	**$137,050**
Total $ Retained by County	$1,981,120	$1,705,750	$1,800,000	$1,884,000	$178,250
Accts Referred to Collection Div.	11,877	12,000	12,000	12,000	0
$ Referred to Collection Division *	$11,107,069	$6,000,000	$6,000,000	$6,000,000	$0
# of External Intergovernmental Customers	21	22	22	23	1

*94.14% of the 2007 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties the Division is attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.