

General Administration

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GENERAL ADMINISTRATION

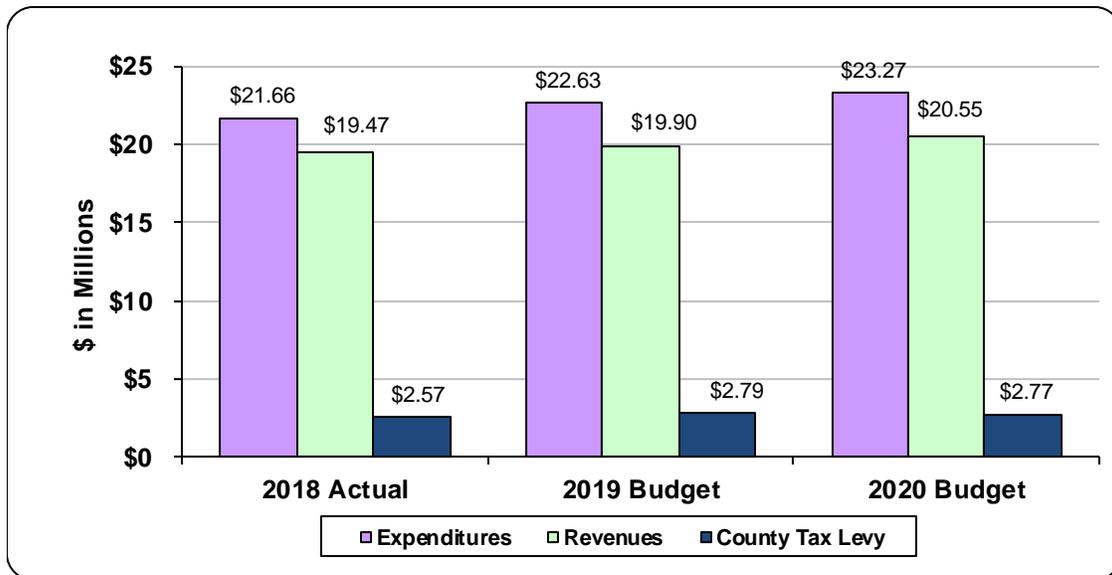
Functional Area Budget Highlights

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

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

The **Department of Administration (DOA)** provides centralized internal operations of financial services, human resource services, purchasing and information systems. It also includes the following internal service funds: **Risk Management, Collections, and End User Technology**, and the special revenue fund: **American Job Center**. The End User Technology fund includes the county's information technology and communications functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all county elected officials, county departments, boards, commissions, and committees.

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



The 2020 expenditures budget for this functional area totals \$23,270,600, after excluding internal service fund capitalization fixed asset expenses. This represents an increase of about \$643,800 or 2.8% from the 2019 Adopted Budget. Budgeted revenues in 2020 include \$1,432,200 of fund balance appropriations and total \$20,549,000, an increase of \$653,400 or 3.3% from the 2019 Adopted Budget. The tax levy necessary to fund this functional area totals \$2,773,800, a decrease of \$11,600 or 0.4% from the 2019 Adopted Budget.

**** GENERAL ADMINISTRATION ****
Functional Area Summary by Agency

	2018	2019	2019	2020	Change from 2019	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
* TOTAL GENERAL ADMINISTRATION *						
Revenues (a)	\$19,468,335	\$19,895,634	\$19,702,607	\$20,549,016	\$653,382	3.3%
County Tax Levy (c)	\$2,567,532	\$2,785,460	\$2,785,460	\$2,773,821	(\$11,639)	-0.4%
Expenditure (b)	\$21,664,903	\$22,626,795	\$22,201,272	\$23,270,556	\$643,761	2.8%
Rev. Over (Under) Exp.	\$243,216	\$0	\$22,807	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$127,748	\$54,299	\$263,988	\$52,281	(\$2,018)	-3.7%

BREAKDOWN BY AGENCY

COUNTY EXECUTIVE						
Revenues	\$14,000	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$568,865	\$578,865	\$578,865	\$601,865	\$23,000	4.0%
Expenditure	\$544,152	\$578,865	\$554,397	\$601,865	\$23,000	4.0%
Rev. Over (Under) Exp.	\$38,713	\$0	\$24,468	\$0	\$0	N/A

COUNTY BOARD						
Revenues	\$129,476	\$0	\$24,819	\$0	\$0	N/A
County Tax Levy	\$1,068,236	\$1,063,080	\$1,063,080	\$1,063,080	\$0	0.0%
Expenditure	\$1,054,969	\$1,063,080	\$1,050,398	\$1,063,080	\$0	0.0%
Rev. Over (Under) Exp.	\$142,743	\$0	\$37,501	\$0	\$0	N/A

COUNTY CLERK						
Revenues (a)	\$296,364	\$238,860	\$250,205	\$364,045	\$125,185	52.4%
County Tax Levy	\$348,810	\$323,810	\$323,810	\$333,810	\$10,000	3.1%
Expenditure	\$546,173	\$562,670	\$542,546	\$697,855	\$135,185	24.0%
Rev. Over (Under) Exp.	\$99,001	\$0	\$31,469	\$0	\$0	N/A

COUNTY TREASURER						
Revenues (a)	\$5,315,102	\$5,610,000	\$5,282,847	\$5,776,446	\$166,446	3.0%
County Tax Levy (c)	(\$4,961,850)	(\$4,899,850)	(\$4,899,850)	(\$5,049,850)	(\$150,000)	N/A
Expenditure	\$618,419	\$710,150	\$696,238	\$726,596	\$16,446	2.3%
Rev. Over (Under) Exp.	(\$265,167)	\$0	(\$313,241)	\$0	\$0	N/A

DEPARTMENT OF ADMINISTRATION						
Revenues (a)	\$13,186,491	\$13,499,672	\$13,602,408	\$13,829,129	\$329,457	2.4%
County Tax Levy	\$4,680,954	\$4,855,404	\$4,855,404	\$4,930,404	\$75,000	1.5%
Expenditure (b)	\$17,590,335	\$18,300,777	\$17,995,745	\$18,707,252	\$406,475	2.2%
Rev. Over (Under) Exp.	\$149,362	\$0	\$198,079	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$127,748	\$54,299	\$263,988	\$52,281	(\$2,018)	-3.7%

CORPORATION COUNSEL						
Revenues	\$526,902	\$547,102	\$542,328	\$579,396	\$32,294	5.9%
County Tax Levy	\$862,517	\$864,151	\$864,151	\$894,512	\$30,361	3.5%
Expenditure	\$1,310,855	\$1,411,253	\$1,361,948	\$1,473,908	\$62,655	4.4%
Rev. Over (Under) Exp.	\$78,564	\$0	\$44,531	\$0	\$0	N/A

(a) Appropriated fund balance is included in revenues as follows (see department budget pages for more detail):

Department	Fund balance appropriation	2018	2019 Budget	2019 Estimate	2020 Budget
County Executive	Purchase orders and carryovers from prior years	\$14,000	\$0	\$0	\$0
County Board	Purchase orders and carryovers from prior years	\$129,476	\$0	\$24,819	\$0
County Clerk	Election costs	\$80,000	\$0	\$0	\$100,000
County Treasurer	Offset revenue decreases	\$500,000	\$210,000	\$210,000	\$160,000
Dept of Administration	Office furniture, depreciation, liability insurance	\$1,211,653	\$1,064,996	\$1,310,770	\$1,172,167
Corporation Counsel	Purchase orders and carryovers from prior years	\$763	\$0	\$0	\$0
TOTAL FUND BALANCE APPROPRIATION		\$1,935,892	\$1,274,996	\$1,545,589	\$1,432,167

(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. The 2020 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$641,100. Total 2019 expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of \$556,400.

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

(d) Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2020 Budget include the following:

- The **County Treasurer's Office** budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2020 budgeted tax levy credit declines by \$150,000 to \$5,049,850 mainly due to an estimated increase in investment income of \$350,000 to \$3,397,600 and decrease in revenues of \$140,000 to \$1,840,000 for penalties and interest on delinquent taxes. Fund balance is used in 2020 to offset revenue decreases.
- The **County Clerk's Office** expenditure budget increases by \$135,200, including personnel costs increasing \$60,300. This includes the creation of a 1.00 FTE administrative specialist which is offset by decreasing 1.55 FTE temporary extra help and other operating costs. This is partially offset by a one-time 0.40 FTE extra help to assist with elections in the high election years (even years). Operating expenses increase \$74,200 which is mostly due to election costs that occur in even-numbered years, when there are more elections held. In recognition of the addition of these one-time (even year) increases, General Fund balance is increased \$100,000 for election work.
- The **County Board's** expenditures are maintained at 2019 budget levels. The budget includes unfunding a 0.50 FTE administrative specialist, largely offset by a 0.39 FTE increase in temporary extra help for unanticipated contingencies.
- The **Department of Administration (DOA) General Fund** operations decrease \$119,400 over all, including personnel costs decreasing \$152,300. The major personnel changes includes the unfunding of a 0.95 FTE office services coordinator position and a transfer of 1.00 FTE workforce development center coordinator to the American Job Center Fund. This is partially off by operating expenditures increasing \$35,100 mostly due to an increase in computer software maintenance associated with the implementation of a new payroll system in 2020. Tax levy increases \$75,000. Other revenues decrease \$133,400 due to the transfer of related revenue with the transfer of the workforce development center coordinator to the American Job Center Fund. Interdepartmental revenues decrease \$72,100 due to less indirect cost recovery revenue associated with reductions in departmental service contracts. General government revenues increase \$28,400 due to the department retaining a greater portion of the indirect revenue on grants.
- **DOA End User Technology Fund (EUTF)** budgeted an expenditure increase of \$51,700 in the 2020 budget. Personnel costs increases \$217,300. This includes a creation of 1.00 FTE senior IT professional. Operating expenses decrease \$164,100 mostly due to the transfer of cellular costs to department's operational budgets. Revenue increases of \$49,700 includes a fund balance increase of \$105,200 which is due to replacing the Mobile Data Computers (MDC) along with other equipment replacement. Interdepartmental revenue increases \$12,500. This includes an increase for computer maintenance offset by a decrease of fixed cell phone charges due to this expense transferring to department's operational budgets. Charges for services decrease \$51,000 due to budgeting a decrease in number of title companies utilizing office space rentals and associated contract IT resources.
- The **DOA – Risk Management Fund** budget expenditures increase 4.8% or \$142,700 to \$3.1 million. This is primarily due to the increases in liability insurance and claims reserve costs. Fund balance of \$265,500 is applied to help offset the impact to department charges, and is intended to be phased out over the next several years. Interdepartmental revenues increase \$92,000 which reflects increased liability insurance costs.
- The **DOA – Collections Fund** works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall, expenditures decrease \$88,500, mostly due to the removal of a one-time expense of \$100,000 in 2019 for software.
- The **DOA – American Job Center Fund** is a new special revenue fund for the 2020 budget. Personnel costs include 1.00 FTE workforce development center coordinator which was previously budgeted in the DOA-General Fund. Operating expenses are budgeted at \$232,000 which is mainly third party temporary help and a contract for information technology support. General government revenue includes contributions from Waukesha County Technical College (WCTC) and the Workforce Innovation Opportunity Act.
- The **Corporation Counsel – General Legal Services** budget expenditures increases \$62,700, primarily for personal cost to continue for 12.41 FTE. Interdepartmental revenues from Health and Human Services increase \$36,300 mostly related to new juvenile court directives offset by a \$4,000 reduction of legal fees for collection services.

**BUDGETED POSITIONS 2018-2020
SUMMARY BY AGENCY AND FUND**

GENERAL ADMINISTRATION

Agency	Fund	2018 Year End	2019 Adopted Budget	2019 Modified Budget	2020 Budget	19-20 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	5.50	5.00	5.00	4.50	(0.50)
COUNTY CLERK	General	4.00	4.00	4.00	5.00	1.00
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	56.70	56.70	56.70	54.55	(2.15)
	End User Technology	27.95	27.95	27.95	28.95	1.00
	Risk Management	2.95	2.95	2.95	2.90	(0.05)
	American Job Center	-	-	-	1.00	1.00
	Collections	6.90	6.90	6.90	6.80	(0.10)
	Subtotal Dept. of Admin.	94.50	94.50	94.50	94.20	(0.30)
CORPORATION COUNSEL	General	11.75	11.85	11.85	11.85	0.00
TOTAL REGULAR POSITIONS		125.40	125.00	125.00	125.20	0.20
TOTAL EXTRA HELP		10.78	8.99	8.99	6.60	(2.39)
TOTAL OVERTIME		0.09	0.11	0.11	0.03	(0.08)
TOTAL BUDGETED POSITIONS		136.27	134.10	134.10	131.83	(2.27)

2020 BUDGET ACTIONS

County Executive

None

County Board

Unfund: 0.50 FTE Administrative Specialist
Increase: 0.39 FTE Extra Help

County Clerk

Create: 1.00 FTE Administrative Specialist
Reduce: 1.15 FTE Extra Help
Reduce: 0.02 FTE Overtime

Treasurer

Reduce: 0.03 FTE Overtime

Department of Administration - General

Unfund: 0.95 FTE Office Services Coordinator in Administrative Services
Transfer In: 0.10 FTE Business and Collections Services Manager from Collections to the Business Office
Transfer Out: 0.30 FTE Financial Analyst from Business Office to Emergency Preparedness-General Fund
Transfer Out: 0.25 FTE Principle Financial Projects Analyst to Collections
Transfer In: 0.25 FTE Senior Financial Analyst from Collections
Transfer Out: 1.00 FTE Workforce Dev. Coordinator from Bus. Office to American Job Center Special Rev. Fun
Reclassify: 1.00 FTE Human Resource Analyst to Senior Human Resource Analyst
Reduce: 0.04 FTE Extra Help in Business Office
Reduce: 0.80 FTE Extra Help in Administrative Services

Department of Administration - American Job Center

Transfer In: 1.00 FTE Workforce Development Center Coordinator

Department of Administration - End User Technology Fund

Create: 1.00 FTE Senior Information Technology Professional
Reduce: 0.39 FTE Extra Help

Department of Administration - Risk Management Fund

Unfund: 0.05 Office Services Coordinator

Department of Administration - Collections Fund

Transfer Out: 0.10 FTE Business and Collections Services Manger
Transfer In: 0.25 FTE Principle Financial Projects Analyst from Accounting
Transfer Out: 0.25 FTE Senior Financial Analyst to Accounting
Reclassify: 1.00 FTE Senior Collections Specialist to Collections Supervisor
Reduce: 0.20 FTE Extra Help

Corporation Counsel - General Legal Services

Reduce: 0.20 FTE Extra Help
Reduce: 0.03 FTE Overtime

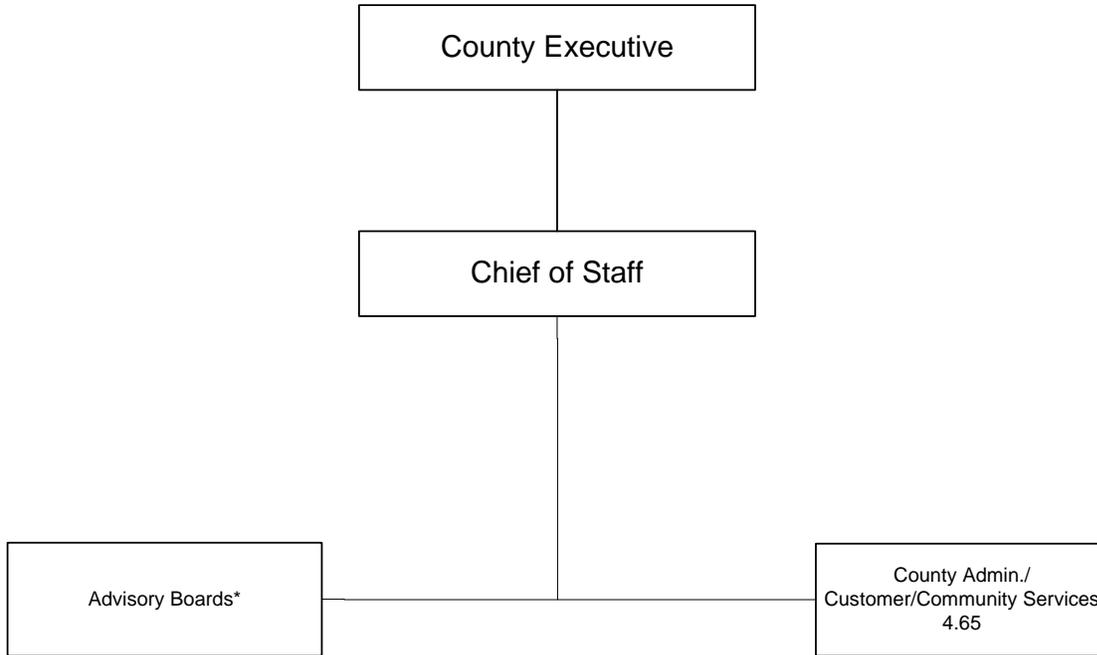
2019 CURRENT YEAR ACTIONS

None

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.65 Total FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
 2. See Stats/Trends Section for position detail.
- * No Staff FTE's are allocated to Advisory Boards.

Statement of Purpose

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

Financial Summary	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	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	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$14,000	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$568,865	\$578,865	\$578,865	\$601,865	\$23,000	4.0%
Total Revenue Sources	\$582,865	\$578,865	\$578,865	\$601,865	\$23,000	4.0%
Expenditures						
Personnel Costs	\$486,316	\$521,799	\$503,956	\$542,639	\$20,840	4.0%
Operating Expenses	\$35,529	\$31,937	\$25,812	\$35,848	\$3,911	12.2%
Interdept. Charges	\$22,307	\$25,129	\$24,629	\$23,378	(\$1,751)	-7.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$544,152	\$578,865	\$554,397	\$601,865	\$23,000	4.0%
Rev. Over (Under) Exp.	\$38,713	\$0	\$24,468	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	4.65	4.65	4.65	4.65	0.00	
Extra Help	0.04	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.69	4.65	4.65	4.65	0.00	

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High Customer Satisfaction

Objective 1: Improve Customer Service

To support and encourage consistent customer service across Waukesha County departments, achieve a 4.5 out of 5 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication. Achieve a 4.8 out of 5 mean rating annually for customer service satisfaction for the County Executive’s Office.

Performance Measure:	2018 Actual	2019 Estimate	2020 Target
Countywide Customer Satisfaction Rating	4.6	4.7	4.7
County Executive’s Office Customer Satisfaction Rating	4.9	5.0	4.9

Finance Pillar: Protect Taxpayer Investments

Objective 2: Investment and Financial Management

Protect taxpayer’s investments and maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

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:	2018 Actual	2019 Actual	2020 Target
County’s Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 3: County-Wide Economic Development and Workforce Development

Protect taxpayer’s investments and create an environment that promotes county-wide economic development. The County Executive continues to make job growth, business growth and economic development top priorities. The formation of the county’s new Economic Development Organization (EDO) in 2016, in partnership with the city of Waukesha and the University of Wisconsin Small Business Development Center was designed to support continued growth in new construction and job creation in Waukesha County.

New construction growth in the county’s equalized value.

Performance Measure	2017 Actual	2018 Actual	2019 Actual
\$ County Equalized Value (includes TID)	\$54.2 billion	\$56.5 billion	\$59.5 billion
\$ Amount of New Construction (a)	\$937.9 million	\$848.6 million	\$831.2 million
% of Change (b)	1.81%	1.57%	1.47%

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

(b) The percent change is calculated by dividing the amount of new construction by the previous year’s equalized value.

County Administration/Customer/Community Services

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	4.69	4.65	4.65	4.65	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	\$14,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$551,675	\$563,675	\$563,675	\$588,295	\$24,620
Total Revenues	\$565,675	\$563,675	\$563,675	\$588,295	\$24,620
Personnel Costs	\$480,518	\$513,399	\$498,656	\$535,739	\$22,340
Operating Expenses	\$31,140	\$25,147	\$21,887	\$29,178	\$4,031
Interdept. Charges	\$22,307	\$25,129	\$24,629	\$23,378	(\$1,751)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$533,965	\$563,675	\$545,172	\$588,295	\$24,620
Rev. Over (Under) Exp.	\$31,710	\$0	\$18,503	\$0	\$0

Program Highlights

Personnel costs increase nearly \$22,300 or 4.35% due to cost to continue for current staff and employee benefit selection changes. Operating expenses increase \$4,000 due to increases in office supplies of \$1,600, and computer software of \$600 and other expenses. Interdepartmental charges decrease by \$1,800 largely due to a cost-share with the Community Development Block Grant (CDBG) office since they share the same office space.

Activity Data

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number includes reviews of other department news releases and electronic media. (b)	1,200	1,300	1,200	1,200

(a) Includes Corporation Counsel and UW Extension

(b) Initial projected numbers were calculated off of the highest possible number of tweets recommended for engagement. They differ from the actual number of tweets, which still falls within the recommended number to create engagement.

Advisory Boards

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 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	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$17,190	\$15,190	\$15,190	\$13,570	(\$1,620)
Total Revenues	\$17,190	\$15,190	\$15,190	\$13,570	(\$1,620)
Personnel Costs	\$5,798	\$8,400	\$5,300	\$6,900	(\$1,500)
Operating Expenses	\$4,389	\$6,790	\$3,925	\$6,670	(\$120)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$10,187	\$15,190	\$9,225	\$13,570	(\$1,620)
Rev. Over (Under) Exp.	\$7,003	\$0	\$5,965	\$0	\$0

Program Highlights

Overall, expenditures for the advisory boards is budgeted to decrease \$1,600 to better reflect prior year actuals and current year estimates.

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

	<u>Co. Board</u>	<u>Citizens</u>	<u>Avg. Meetings Per Month</u>
Health & Human Services Board	3	9	1.25
Park & Planning Commission	3	4	1
Aging and Disability Resource Center Advisory Board	1	8	1
Wisconsin River Rail Transit Commission	1	2	1
Airport Operations Commission	1	4	1
Board of Adjustment	0	6	1
Ethics Board	0	4	As needed

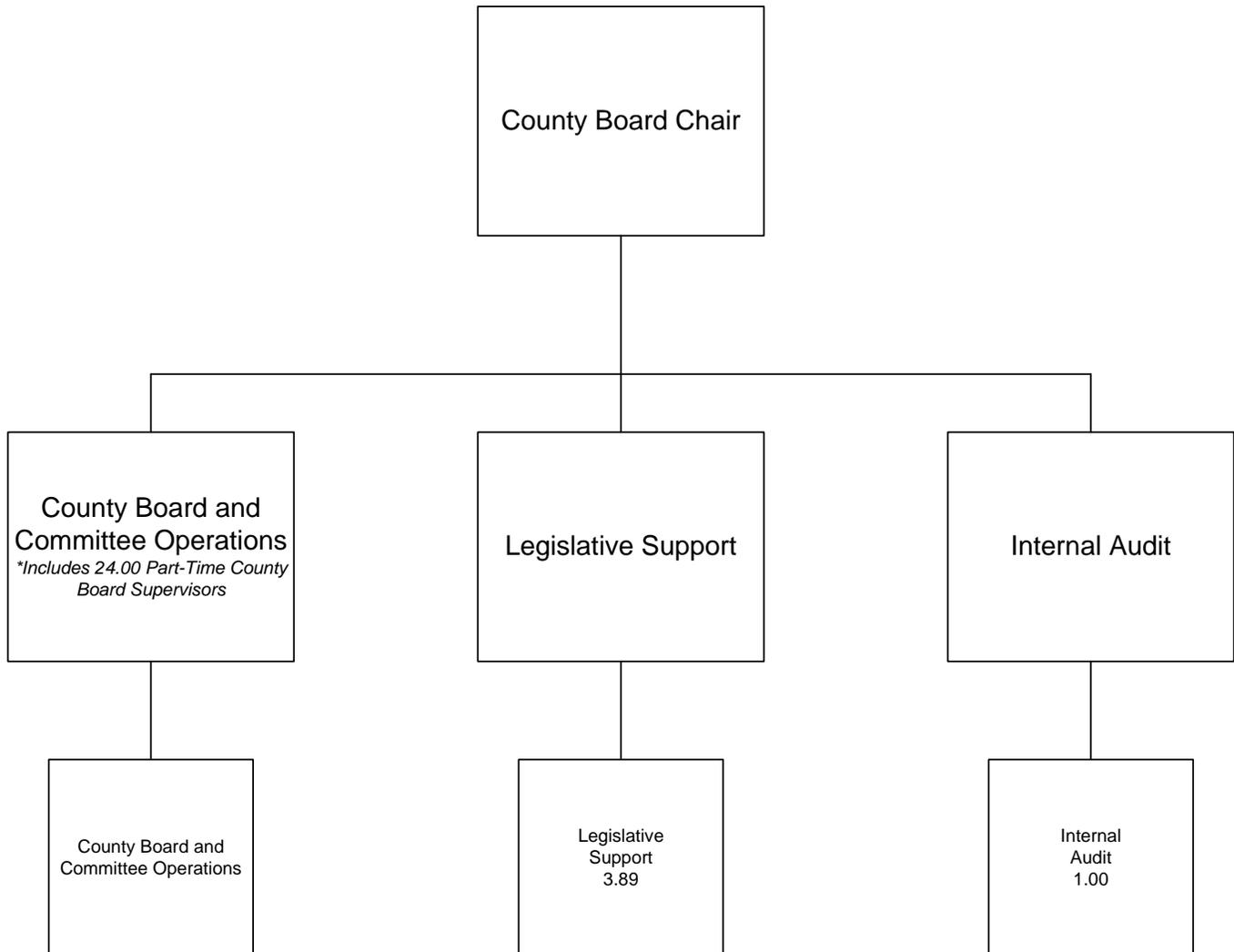
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department budget include: The Southeastern Wis. Regional Planning Commission appointees, The Housing Authority, Lake Management Districts, trustees to library boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission (which is included in the DOA - Human Resource Budget), CDBG Board (included in the Parks and Land Use - CDBG budget), the Veteran Service Commission (included in the HHS - Veteran Services office budget), and Waukesha County representatives on the Bridges Library System Board (budgeted in the Bridges Library System Budget).

Also, employees are appointed to the Future Parkland Standing Committee, Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee, and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



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

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the County Board. There are seven standing committees organized on functional lines. The Executive, Finance, and Human Resources Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services (HHS); 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	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$129,476	\$0	\$24,819	\$0	\$0	N/A
County Tax Levy (Credit)	\$1,068,236	\$1,063,080	\$1,063,080	\$1,063,080	\$0	0.0%
Total Revenue Sources	\$1,197,712	\$1,063,080	\$1,087,899	\$1,063,080	\$0	0.0%
Expenditures						
Personnel Costs	\$788,422	\$819,596	\$782,155	\$820,634	\$1,038	0.1%
Operating Expenses (b)	\$237,710	\$212,956	\$237,775	\$211,988	(\$968)	-0.5%
Interdept. Charges	\$28,837	\$30,528	\$30,468	\$30,458	(\$70)	-0.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,054,969	\$1,063,080	\$1,050,398	\$1,063,080	\$0	0.0%
Rev. Over (Under) Exp.	\$142,743	\$0	\$37,501	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.50	5.00	5.00	4.50	(0.50)
Extra Help	0.00	0.00	0.00	0.39	0.39
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.50	5.00	5.00	4.89	(0.11)

(a) Fund balance appropriation	2018	2019 Budget	2019 Est.	2020 Budget
Open purchase order for requisitioned funds for five-year systems maintenance	\$69	\$0	\$69	\$0
Open purchase order for 1099 Compliance audit	\$0	\$0	\$24,750	\$0
Various open purchase orders carried over	\$2,457	\$0	\$0	\$0
Open purchase order for Public Health Division operations	\$83,650	\$0	\$0	\$0
Open purchase order for permitting process review	\$24,700	\$0	\$0	\$0
Open purchase order carried over for Sheriff's Department audit	\$18,600	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$129,476	\$0	\$24,819	\$0

(b) The 2019 estimate for operating expenses exceeds the adopted budget due to 2018 purchase orders related to the 1099 compliance audit and five-year systems maintenance project added to the budget by County Board approved ordinances.

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Investment and Financial Management

Protect taxpayer’s investments and maintain exemplary financial management policies to help lower borrowing costs and the tax rate.

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:	2017 Actual	2018 Actual	2019 Actual	2020 Target
County’s Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: County-Wide Economic Development and Workforce Development

Protect taxpayer’s investments and create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2020, including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries.

New construction growth in the county’s equalized value.

Performance Measure	2017 Actual	2018 Actual	2019 Actual
\$ Amount of Net New Construction*	\$937.9 million	\$848.6 million	\$831.2 million
% of Change	1.81%	1.57%	1.47%

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

	2017 Average	2018 Average	2019 YTD Average	% Change
Unemployment Rate				
Waukesha County	2.9%	2.6%	2.7%	0.1%
State of Wisconsin	3.3%	3.0%	2.9%	-0.1%
USA	4.2%	3.8%	3.7%	-0.1%

Objective 3: Internal Controls and Best Practices

Protect taxpayer’s investments through operational, performance, and financial audits to promote efficiency, economy, adequate internal controls and implementation of best practices, and identify potential loss of county assets. Audit findings are based on measurable objectives and practices to ensure stable future budgets and compliance with county policies and procedures and federal, state, and county laws and regulations. (Internal Audit)

The audit process actively engages departments to facilitate understanding, cooperation, and follow-up, which is critical to the successful completion of a performance audit. Benchmarking analysis is used to compare and identify lead practices in peer counties’ programs that could be considered and adopted to improve effectiveness and efficiency of operations.

Anticipated 2020 audits include: Courthouse Tower Construction, HRIS System Phase 1, HHS, Public Works, Cashiering, and Golf Course System.

Bond rating, which measures efficacy, efficiency, best practices, and cost effectiveness of services (see county bond rating above).

Legislative Support

Program Description

The County Board Chair and staff evaluate and promote initiatives to better serve supervisors and the public and enhance and increase the development, efficiency, and cost effectiveness of County and County Board operations. The County Board Chairman, elected by the Board to fill a leadership position in the legislative support program, addresses all responsibilities designated in state statutes, county code, and as an elected department head directing overall operations of department staff, including audit functions, intergovernmental relations, task force assignments, research projects, etc.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	4.50	4.00	4.00	3.89	(0.11)
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	\$2,457	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$471,093	\$457,567	\$457,567	\$452,093	(\$5,474)
Total Revenues	\$473,550	\$457,567	\$457,567	\$452,093	(\$5,474)
Personnel Costs	\$378,993	\$401,814	\$365,428	\$396,393	(\$5,421)
Operating Expenses	\$8,074	\$27,125	\$27,125	\$27,142	\$17
Interdept. Charges	\$28,097	\$28,628	\$28,568	\$28,558	(\$70)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$415,164	\$457,567	\$421,121	\$452,093	(\$5,474)
Rev. Over (Under) Exp.	\$58,386	\$0	\$36,446	\$0	\$0

Program Highlights

Personnel costs decrease due to unfunding a vacant 0.50 FTE administrative specialist position with part-time benefits, and is partially offset with an increase in funding for a 0.39 FTE extra help administrative specialist position for unanticipated contingencies. The decrease reflects enhanced efficiencies in office processes.

Activity-Workload Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Committee agenda/minutes prepared	158	170	160	160	(10)
Advisement to committees by staff	250	255	270	260	5

County Board and Committees Operations

Program Description

The County Board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson. There are no FTEs budgeted in the County Board and committees operations program due to the part-time nature of the 24 supervisor positions.

	2018 Actual	2019 Budget	2019 Estimate	2020 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	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$333,406	\$337,820	\$337,820	\$337,940	\$120
Total Revenues	\$333,406	\$337,820	\$337,820	\$337,940	\$120
Personnel Costs	\$258,417	\$261,720	\$261,530	\$261,840	\$120
Operating Expenses	\$50,634	\$74,200	\$74,200	\$74,200	\$0
Interdept. Charges	\$740	\$1,900	\$1,900	\$1,900	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$309,791	\$337,820	\$337,630	\$337,940	\$120
Rev. Over (Under) Exp.	\$23,615	\$0	\$190	\$0	\$0

Program Highlights

Personnel costs increase slightly by \$120 due to pay period adjustments in 2020.

Operating expenses reflect stable funding for educational conferences and sessions for Board members. The funding reflects current year attendance, and anticipated participation for 2020.

Activity-Workload Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Ordinances/Resolutions considered	112	100	105	105	5
County Board meetings attended	312	275	285	285	10
Standing Committee meetings attended	505	500	500	500	0

Internal Audit

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a) (b)	\$127,019	\$0	\$24,819	\$0	\$0
County Tax Levy (Credit)	\$263,737	\$267,693	\$267,693	\$273,047	\$5,354
Total Revenues	\$390,756	\$267,693	\$292,512	\$273,047	\$5,354
Personnel Costs	\$151,012	\$156,062	\$155,197	\$162,401	\$6,339
Operating Expenses (a) (b)	\$179,002	\$111,631	\$136,450	\$110,646	(\$985)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$330,014	\$267,693	\$291,647	\$273,047	\$5,354

Rev. Over (Under) Exp.	\$60,742	\$0	\$865	\$0	\$0
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(a) The 2019 estimate for the following audits totaling \$24,819 includes; 1099 Compliance audit of \$24,750, and five-year systems maintenance of \$69.

(b) The 2019 estimate for operating expenses exceeds the adopted budget due to 2018 purchase orders related to the 1099 compliance audit and five-year systems maintenance project added to the budget by County Board approved ordinances.

Program Highlights

Operating expenses decrease \$985 to reflect limited adjustments for operating expense accounts.

Anticipated 2020 audits include: Courthouse Tower Construction, HRIS System Phase 1, HHS, Public Works, Cashiering, and Golf Course System.

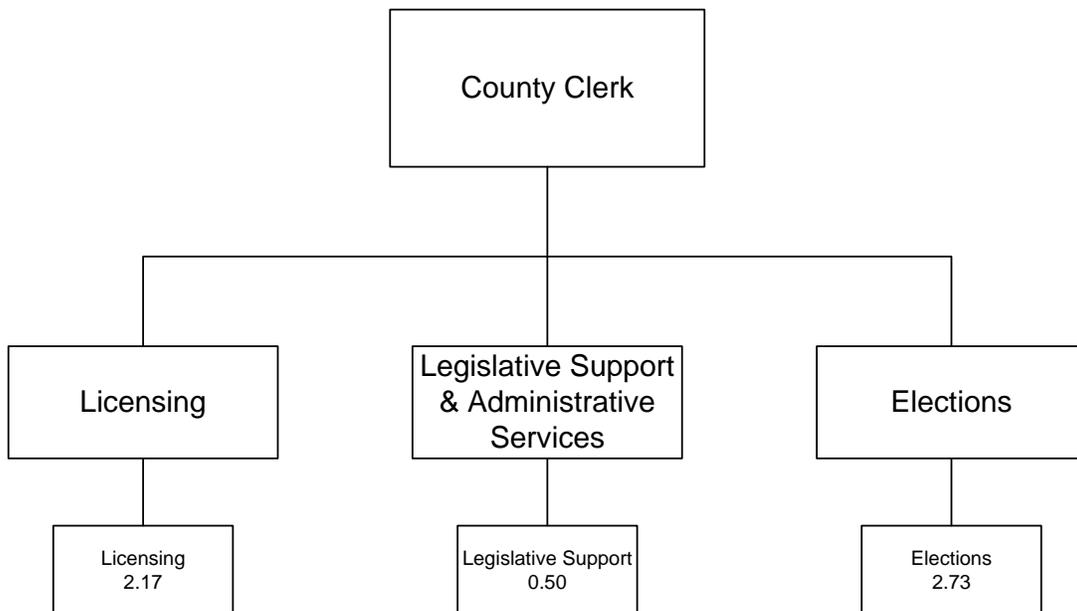
Activity-Workload Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Audits of department activities	4	6	5	6	0
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	2	1	2	2	1

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County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.40 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

Authorization for the County Clerk’s Office is listed under Wisconsin Statute 59.23. The County Clerk’s office performs a variety of tasks dictated both statutorily and by the Waukesha County Board. The County Clerk’s Office is responsible for conducting county, state, and national elections to include: publishing of legal notices; filing of nomination papers; programming county wide electronic voting machines, perform logic and accuracy testing of machinery and ballots, design and prepare ballots for printing, and distributing ballots; tabulating and releasing election results; and storing and maintaining election records, supplies, and ballots. The County Clerk’s Office acts as an agent for the Department of State accepting applications for U.S. passports. The County Clerk’s office also issues marriage licenses to Waukesha County residents as well as out of state applicants planning to get married within the county. Marriage licensing duties include obtaining confidential applicant information, filing necessary paperwork with the state and the collection and payment of funds as necessary. Dog licenses are received and distributed to municipalities, as an agent of the state, to include the distribution of forms and the generation of reports. In addition, the County Clerk serves the County Board by recording and publishing the County Board proceedings, assuring compliance with open meeting and record laws, and maintains files of legal papers and other documents. The County Clerk’s Office provides numerous other auxiliary services to all constituencies internal and external to Waukesha County.

Financial Summary	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$159,576	\$177,850	\$158,000	\$169,015	(\$8,835)	-5.0%
Charges for Services	\$56,030	\$60,385	\$91,475	\$94,680	\$34,295	56.8%
Interdepartmental	\$0	\$25	\$0	\$0	(\$25)	-100.0%
Other Revenue	\$758	\$600	\$730	\$350	(\$250)	-41.7%
Appr. Fund Balance (b)	\$80,000	\$0	\$0	\$100,000	\$100,000	N/A
County Tax Levy (Credit)	\$348,810	\$323,810	\$323,810	\$333,810	\$10,000	3.1%
Total Revenue Sources	\$645,174	\$562,670	\$574,015	\$697,855	\$135,185	24.0%
Expenditures						
Personnel Costs (c)	\$305,132	\$361,654	\$361,453	\$421,952	\$60,298	16.7%
Operating Expenses	\$200,590	\$160,287	\$140,539	\$234,517	\$74,230	46.3%
Interdept. Charges	\$40,451	\$40,729	\$40,554	\$41,386	\$657	1.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$546,173	\$562,670	\$542,546	\$697,855	\$135,185	24.0%
Rev. Over (Under) Exp.	\$99,001	\$0	\$31,469	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	4.00	4.00	4.00	5.00	1.00
Extra Help	1.55	1.55	1.55	0.40	(1.15)
Overtime	0.02	0.02	0.02	0.00	(0.02)
Total FTEs	5.57	5.57	5.57	5.40	(0.17)

- (a) 2019 estimated charges for services reflect 2018 revenue collected in 2019. Estimated year-end revenue for services related solely to 2019 is primarily from \$9,000 in passport photos, \$3,300 in marriage waiver fees, and \$65,000 in election charges assessed to municipalities and school districts
- (b) The 2020 budget includes one-time general fund balance appropriation of \$100,000 for higher costs associated with higher number of elections in even numbered years.
- (c) The 2020 budget includes increased personnel costs associated with converting 1.55 FTE of temporary extra help into 1.00 FTE administrative specialist position. Also included is 0.40 FTE temporary extra help position for even numbered election years only.

Major Departmental Strategic Plan Objectives:

Team Pillar: Best Professionals Serving the Public in the Best Way

Objective 1: Through consistent, dedicated full time staff, improve service to our customers both internally and externally. The County Clerk's Office has experienced high staff turnover over the past few years. We believe it is important to increase employee retention which will improve overall customer service. The addition of another full time staffer to replace temporary extra help would also allow our office to more fully participate in the county's Continuous Improvement initiatives as well as training opportunities.

Customer Service Pillar: High Customer Satisfaction

Objective 2: Provide personal, professional, and prompt response to customers in a consistent manner. As public servants, the employees of the County Clerk's office are committed to providing services that reflect value, integrity and performance in a consistent manner. The County Clerk's office plans on adding a Customer Survey Collection Device to the office as well as promote opportunities to receive customer feedback in order to better track and respond to customer satisfaction data.

Quality Pillar: High Standards of Service Excellence

Objective 3: Ensure voter confidence in the safety, security, and integrity of the election process for the constituents in Waukesha County. The clerk's office is guided by state statues and the Wisconsin Election Commission in acting as the coordinator for Waukesha County elections. The clerk's office will work with municipalities taking a proactive approach to improve communication in the county and increase training opportunities for poll workers to ensure the safety and security of elections.

Licensing

Program Description

The County Clerk’s Office issues marriage licenses to county residents and out-of-state couples marrying in Wisconsin, as provided in Wisconsin State Statutes. The clerk’s office administers the state’s dog-licensing program by coordinating dog license tags for all 37 municipalities while maintaining records within the dog license fund. The office serves as an Acceptance Office for passport applications under the direction of the US State Department responsible for overseeing the county’s passport program, protecting the integrity of the application process, and providing a valuable service to our constituents. The County Clerk’s office also provides notary services as needed for various customers.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	2.80	2.80	2.80	2.17	(0.63)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$159,576	\$177,850	\$158,000	\$169,015	(\$8,835)
Charges for Services	\$13,467	\$15,240	\$12,300	\$15,520	\$280
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$10	\$0	\$55	\$100	\$100
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$35,456)	(\$5,122)	(\$5,122)	(\$11,749)	(\$6,627)
Total Revenues	\$137,597	\$187,968	\$165,233	\$172,886	(\$15,082)
Personnel Costs	\$103,444	\$141,821	\$129,465	\$141,880	\$59
Operating Expenses	\$15,283	\$29,087	\$24,825	\$13,280	(\$15,807)
Interdept. Charges	\$17,394	\$17,060	\$16,960	\$17,726	\$666
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$136,121	\$187,968	\$171,250	\$172,886	(\$15,082)
Rev. Over (Under) Exp.	\$1,476	\$0	(\$6,017)	\$0	\$0

Program Highlights:

Fines and licenses include marriage licenses, marriage waiver fees, and passport application fees. Passport application fees are budgeted to decrease \$5,600 to \$45,300. This is related to a budgeted decrease of 150 applications reflecting a downward trend of passport applications over the past few years. The decline is attributed to internal staffing shortages resulting in the inability to schedule passport appointments or take walk-in passport applications. Marriage licenses are budgeted to decrease \$3,200 to \$123,700. The number of marriage license applications are budgeted to decrease by 50 from the 2019 budget level.

Personnel costs are nearly the same as the 2019 budget. This is due to the creation of a 0.87 FTE administrative specialist which is mostly offset by a decrease of 1.50 FTE temporary extra help.

Operating expenses decreased by \$15,800 to more accurately reflect costs in this area based on prior years’ actuals. This is mainly due to a decrease of office supplies of \$4,900, postage of \$3,500, and office equipment repair and maintenance of \$5,300.

Activity – This chart shows the number and fees of issued licenses, applications and passport photos by year.

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Marriage Licenses	2,065	1,912	1,878	1,950	1,890	1,900	(50)
Marriage Licenses Fee	\$60	\$60	\$65	\$65	\$65	\$65	\$0
Domestic Partnerships	2	0	2	0	0	0	0
Passports Applications	1,812	1,582	1,080	1,350	900	1,200	(150)
Passport fee-County Portion	\$25	\$25	\$35	\$35	\$35	\$35	\$0
Passport Photos	1,326	1,249	841	1,000	751	960	(40)
Passport Photos Fee	\$9.99	\$9.99	\$9.99	\$11.99	\$11.99	\$11.99	\$0.00

Elections

Program Description

The County Clerk’s Office is responsible for ensuring the safety, security, and integrity of the election process for the constituents in the county. The office programs electronic media, creates, proofs, orders and distributes ballots; and provides all necessary election supplies to 37 municipalities, school districts, and referendums. The county also generates and publishes state-required election notices, and maintains and files all necessary reports for 11 Waukesha County “Relier” municipalities on the Statewide WisVote System, ensuring they are in compliance with the requirements of federal law and state statutes. The County Clerk’s office electronically receives unofficial election results on election night and posts results on the county’s website. The County Clerk chairs the County Board of Canvass that certifies the official results for federal, county, state, and multi-jurisdictional Judges.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	2.47	2.47	2.47	2.73	0.26
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services (a)	\$42,346	\$45,000	\$79,000	\$79,000	\$34,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$80,000	\$0	\$0	\$100,000	\$100,000
County Tax Levy (Credit)	\$355,684	\$291,607	\$291,607	\$298,621	\$7,014
Total Revenues	\$478,030	\$336,607	\$370,607	\$477,621	\$141,014
Personnel Costs	\$153,342	\$195,777	\$206,260	\$238,551	\$42,774
Operating Expenses (c)	\$91,073	\$120,400	\$112,914	\$218,237	\$97,837
Interdept. Charges	\$19,934	\$20,430	\$20,430	\$20,833	\$403
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$264,349	\$336,607	\$339,604	\$477,621	\$141,014
Rev. Over (Under) Exp.	\$213,681	\$0	\$31,003	\$0	\$0

- (a) 2019 estimated charges for services includes 2018 revenue collected in 2019. Estimated year-end revenue for services related solely to 2019 is primarily from \$9,000 passport photos, \$3,300 in marriage waiver fees, and \$65,000 in election charges assessed to municipalities and school districts.
- (b) Reflects additional fund balance to cover increased costs during a general election year.
- (c) The 2018 operating expenses in the Election program are low due to some of the expenses being incorrectly attributed to the operating expenses in the Legislative Support and Administrative Services program.

Program Highlights & Activities:

Charges for services revenue is budgeted to increase \$34,000 to \$79,000 which is due to the charges to school districts and municipalities for the four elections anticipated in 2020. Fund balance increases \$100,000 due to the higher election program expenditures in 2020.

Personnel costs increase \$42,800 mostly due to the increase of 0.35 FTE temporary extra help needed in the Elections program during even numbered years and an increase of 0.03 FTE administrative specialist. This is slightly offset by decreasing 0.20 FTE in overtime and the reallocation of 0.10 FTE administrative specialist to the Legislative Support & Administrative Services program to better reflect the position. Operating expenses increase \$97,800 mainly due to two additional elections in 2020, which results in higher election costs.

	2016	2017	2018	2019	2020
Number of Waukesha County Registered Voters as certified in January	269,669	282,262	241,537	267,113	285,810*
Number of Regular Elections	4	2	4	2	4
Number of Special Elections	0	0	0	0	0
Total	4	2	4	2	4

* Estimate

Legislative Support and Administrative Services

Program Description

The County Clerk serves as the clerk for the County Board. The clerk’s office serves as the custodian archiver for all records of the County Board of Supervisors and other county-related records required by state statutes. It posts agendas and minutes on the county’s website, and publishes county ordinances with the authorized legal publication. The clerk’s office also responds to open records requests, assists in researching County Board proceedings, and chronicles any claims filed against the county. The County Clerk’s office is responsible for registering all county owned vehicles and maintain title records for the same.

Administrative Services is also responsible for publishing a yearly Directory of Public Officials, which is distributed and posted on the county’s website, as well as compiling an Annual Proceedings book for the Board of Supervisors. The office is responsible for preparing a fiscally responsible annual budget. It actively works with the county and County Board on areas of mutual interest such as business continuity, the county accounting system, and internal audit.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	0.30	0.30	0.30	0.50	0.20
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$217	\$145	\$175	\$160	\$15
Interdepartmental	\$0	\$25	\$0	\$0	(\$25)
Other Revenue	\$748	\$600	\$675	\$250	(\$350)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$28,582	\$37,325	\$37,325	\$46,938	\$9,613
Total Revenues	\$29,547	\$38,095	\$38,175	\$47,348	\$9,253
Personnel Costs	\$48,346	\$24,056	\$25,728	\$41,521	\$17,465
Operating Expenses (a)	\$94,234	\$10,800	\$2,800	\$3,000	(\$7,800)
Interdept. Charges	\$3,123	\$3,239	\$3,164	\$2,827	(\$412)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$145,703	\$38,095	\$31,692	\$47,348	\$9,253
Rev. Over (Under) Exp.	(\$116,156)	\$0	\$6,483	\$0	\$0

(a) The high operating expense in the 2018 Legislative Support and Administrative Services program is an error and a large portion of the expense should have been attributed to 2018 Election operating expenses.

Program Highlights:

Other revenue from the hardcopy sales of the Directory of Public officials is estimated to decrease \$350 in 2020.

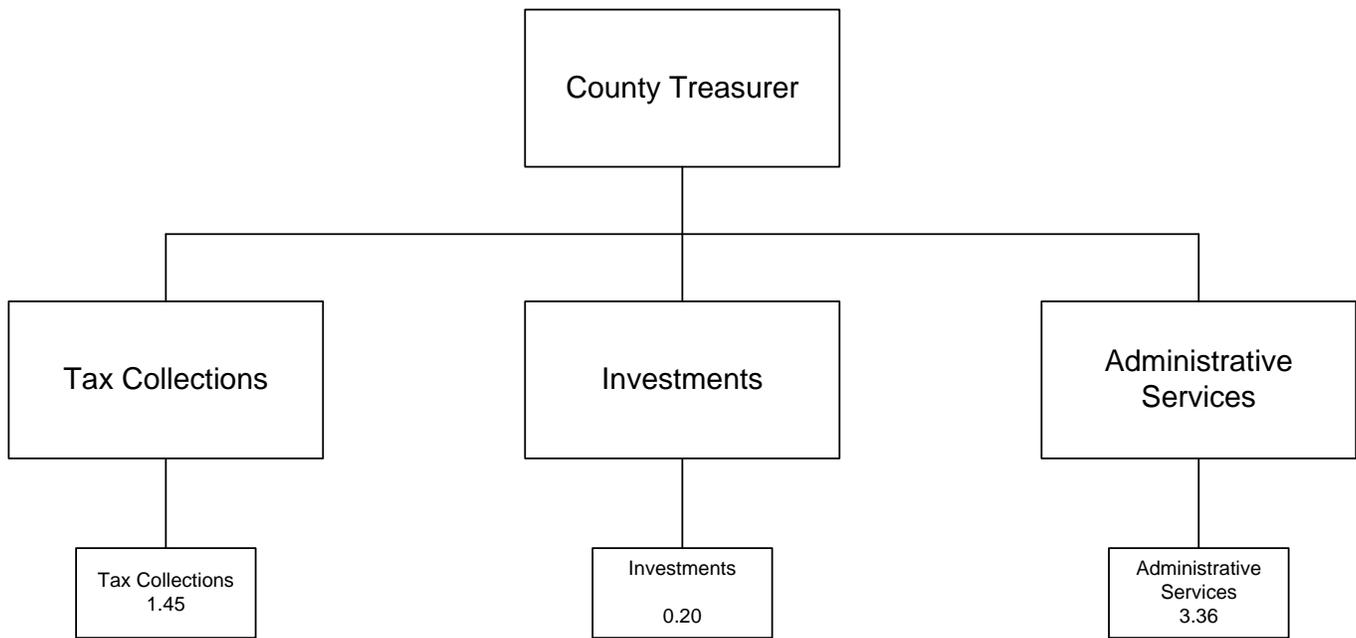
Personnel costs have increased \$17,500 due to an increase of 0.20 FTE administrative specialist. This is partially due to 0.10 FTE was reallocated to accurately capture the time necessary to prepare for County Board meetings, publish meeting notices, agendas, and minutes, as well as the publication of ordinances, and also partially due to creating a 0.10 FTE administrative specialist. Operating expenses are budgeted to decrease \$7,800 to more accurately reflect the cost of publishing legal notices on behalf of the County Board.

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County Treasurer

COUNTY TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.01 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 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	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$180,895	\$120,054	\$120,054	\$145,000	\$24,946	20.8%
Charges for Services	\$113,703	\$124,000	\$121,753	\$117,500	(\$6,500)	-5.2%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a) (c)	\$4,520,504	\$5,155,946	\$4,831,040	\$5,353,946	\$198,000	3.8%
Appr. Fund Balance	\$500,000	\$210,000	\$210,000	\$160,000	(\$50,000)	-23.8%
County Tax Levy (Credit) (b)	(\$4,961,850)	(\$4,899,850)	(\$4,899,850)	(\$5,049,850)	(\$150,000)	N/A
Total Revenue Sources	\$353,252	\$710,150	\$382,997	\$726,596	\$16,446	2.3%
Expenditures						
Personnel Costs	\$393,049	\$407,232	\$412,230	\$433,607	\$26,375	6.5%
Operating Expenses	\$95,544	\$163,513	\$146,103	\$151,927	(\$11,586)	-7.1%
Interdept. Charges	\$129,826	\$139,405	\$137,905	\$141,062	\$1,657	1.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$618,419	\$710,150	\$696,238	\$726,596	\$16,446	2.3%
Rev. Over (Under) Exp.	(\$265,167)	\$0	(\$313,241)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help	0.05	0.00	0.00	0.00	0.00
Overtime	0.02	0.04	0.04	0.01	(0.03)
Total FTEs	5.07	5.04	5.04	5.01	(0.03)

- For budget comparison purposes, the 2018 actual investment income revenues reported here do not agree to the Comprehensive Annual Financial Report, which includes year-end market to market values of investments as required by GAAP.
- The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
- The 2019 revenues are projected to underperform the 2019 adopted budget as a result of expected lower interest and penalty collected on delinquent property taxes.

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '19	Est. Operating Impact	A=Annual T=One-Time
201815	Property Tax and Cashiering Replacement (a) (b)	2020	\$865,000	40%	\$30,000	A

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

- a) Coordinated project with departments county-wide.
- b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

Major Departmental Strategic Plan Objectives

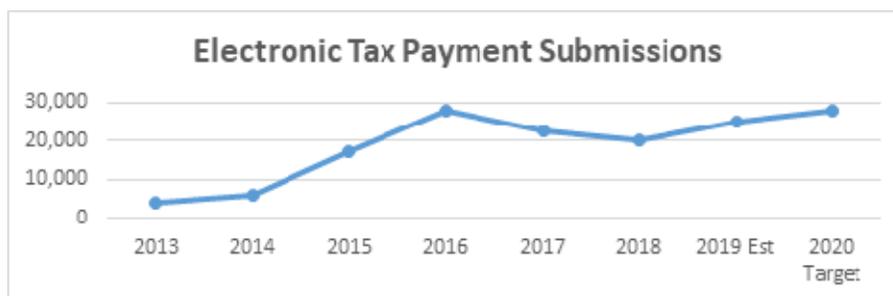
Quality Pillar: High standards of service excellence

Objective 1: Receive Tax Data Electronically

Alleviate manual entry and reduce costs by working cooperatively with financial institutions and mortgage companies to acquire payment data in a format for electronic import into our tax system.

An increasing number of payments submitted electronically will indicate improved efficiency, improved cash flow, and reduced costs. Based on analysis of electronic submission of 2018 and 2019 tax payments, a 2020 target (estimate) is shown below:

Performance Measure:	2018 Actual	2019 Target	2019 Estimate	2020 Target
# Tax payments received electronically	20,075	30,000	25,000	28,000
Projected estimated cost savings	\$3,614	\$5,400	\$4,500	\$5,040



Objective 2: Streamline Tax Payment Processing

Ensure that streamlined tax payment processing is maintained by working collaboratively with Department of Administration and Information Technology departments on the Property Tax and Cashiering Replacement project.

Customer Service Pillar: High customer satisfaction

Objective 3: Delinquent Tax Notification

Continue to implement a brightly colored notification on Real Estate Tax Statements in order to bring attention to property taxes that are in jeopardy of being foreclosed on in the near future. Bring taxpayers' attention to the delinquent taxes and reduce the number of properties nearing tax foreclosure.

Tax Collection

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	1.51	1.46	1.46	1.45	(0.01)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$180,895	\$120,054	\$120,054	\$145,000	\$24,946
Charges for Services	\$111,930	\$122,500	\$120,253	\$116,000	(\$6,500)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,703,412	\$2,107,000	\$1,529,740	\$1,955,000	(\$152,000)
Appr. Fund Balance	\$0	\$210,000	\$210,000	\$160,000	(\$50,000)
County Tax Levy (Credit) (a)	(\$2,389,164)	(\$2,296,950)	(\$2,296,950)	(\$2,117,209)	\$179,741
Total Revenues	(\$392,927)	\$262,604	(\$316,903)	\$258,791	(\$3,813)
Personnel Costs	\$100,953	\$106,084	\$106,474	\$109,644	\$3,560
Operating Expenses	\$56,467	\$99,500	\$89,345	\$90,752	(\$8,748)
Interdept. Charges	\$55,541	\$57,020	\$57,020	\$58,395	\$1,375
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$212,961	\$262,604	\$252,839	\$258,791	(\$3,813)
Rev. Over (Under) Exp.	(\$605,888)	\$0	(\$569,742)	\$0	\$0

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

Program Highlights

Fines and licenses revenue is budgeted to increase nearly \$25,000 to \$145,000, which consists of agriculture use conversion penalties, reflecting an anticipated increase in real estate development.

Charges for services is budgeted to decrease \$6,500 to \$116,000. This relates to a decrease of \$10,500 in In-Rem fees related to a reduction in property foreclosures, offset by an increase of \$4,000 in municipal charges for tax processing fees.

Other revenue is budgeted to decrease \$152,000 due to a decrease in interest and penalty on delinquent taxes of \$140,000 and a decrease of \$12,000 to tax deed sales related to a reduction in property foreclosures.

Fund balance appropriation decreases by \$50,000 to \$160,000. Fund balance is budgeted to offset revenue decreases.

Personnel costs increase by \$3,560 mostly related to costs to continue. This is offset by a slight decrease in overtime of \$400 or by 0.01 FTE.

Operating expenses decreases by \$8,700, primarily related to a \$13,100 decrease in In-Rem expenses relating to a reduction in property foreclosures, offset by an increase in postage of \$4,300.

Interdepartmental charges is budgeted to increase nearly \$1,400, which includes an increase of nearly \$800 for the DOA-Business Office charges and small increases for postage, computer maintenance, and telephone fixed charges.

Tax Collection (cont.)

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have been steadily decreasing due to an increase in mortgage companies requiring escrow for property taxes.

Interest and Penalty Earned on Delinquent Taxes

	2013	2014	2015	2016	2017	2018	2019 Est.
Interest	\$1,830,493	\$1,820,236	\$1,335,962	\$1,210,558	\$1,206,415	\$1,069,712	\$950,000
Penalty	\$914,764	\$906,000	\$667,498	\$603,362	\$590,136	\$529,332	\$475,000
TOTAL	\$2,745,257	\$2,726,236	\$2,003,460	\$1,813,920	\$1,796,551	\$1,599,044	\$1,425,000

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2018-2019 tax years. The dollars collected decreased by \$3.2 million to \$138.5 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection, such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
City of Delafield	\$16,710,772	\$16,155,590	\$16,351,929	\$16,400,000	\$16,359,735	\$15,838,433
Town of Brookfield	\$12,475,801	\$11,853,603	\$10,847,109	\$11,712,127	\$12,385,383	\$12,994,155
Town of Waukesha	\$10,675,388	\$10,073,036	\$9,975,042	\$9,856,207	\$10,164,105	\$9,609,622
Village of Dousman	\$2,592,556	\$2,525,463	\$2,734,703	\$2,757,808	\$2,880,241	\$2,880,808
Village of Lac La Belle	\$1,525,072	\$1,420,931	\$1,495,256	\$1,505,482	\$1,542,249	\$1,483,172
Village of Lannon	\$1,571,266	\$1,581,353	\$1,526,113	\$1,598,443	\$1,552,422	\$1,515,347
Village of Menomonee Falls	\$67,989,356	\$65,170,535	\$65,337,869	\$66,247,670	\$67,393,553	\$66,106,014
Village of Merton	\$5,093,331	\$4,848,298	\$4,914,023	\$4,990,498	\$5,060,346	\$4,832,939
Village of Nashotah	\$2,324,469	\$2,222,171	\$2,162,940	\$2,142,525	\$2,118,636	\$2,052,978
Village of Oconomowoc Lake	\$4,126,147	\$3,918,328	\$3,819,215	\$4,061,548	\$4,499,730	\$3,939,989
Village of Pewaukee	\$14,207,234	\$12,672,961	\$12,756,328	\$12,601,242	\$12,757,647	\$12,154,302
Village of Wales	\$5,002,671	\$4,708,914	\$4,639,608	\$4,911,336	\$5,051,693	\$5,077,237
TOTAL	\$144,294,063	\$137,151,183	\$136,560,137	\$138,784,887	\$141,765,740	\$138,484,996

Program Description

The county cash balances are invested using the State’s Local Government Investment Pool, Aaa/AAA money market funds, and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the county’s adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity, and to maximize the return on investment.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,815,586	\$3,047,646	\$3,300,000	\$3,397,646	\$350,000
Appr. Fund Balance	\$500,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$2,922,383)	(\$2,959,910)	(\$2,959,910)	(\$3,307,348)	(\$347,438)
Total Revenues	\$393,203	\$87,736	\$340,090	\$90,298	\$2,562
Personnel Costs	\$18,967	\$19,822	\$20,788	\$22,406	\$2,584
Operating Expenses	\$20,523	\$26,000	\$23,000	\$24,500	(\$1,500)
Interdept. Charges	\$41,143	\$41,914	\$41,914	\$43,392	\$1,478
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$80,633	\$87,736	\$85,702	\$90,298	\$2,562
Rev. Over (Under) Exp.	\$312,570	\$0	\$254,388	\$0	\$0

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

Program Highlights

Other revenue consists of investment income, which increases by \$350,000 to \$3,397,600.

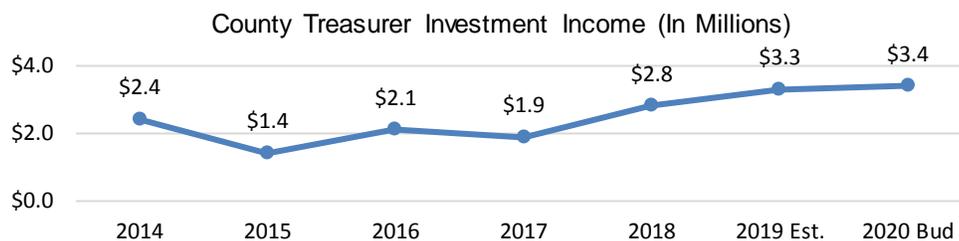
Personnel costs increase by \$2,600, primarily related to the cost to continue and increase related to personnel benefit adjustments.

Operating expenses decrease by \$1,500 due to a decrease in bank finance charges.

Interdepartmental charges is budgeted to increase \$1,500 related to an increase for the DOA-Business Office charges and a small increase in telephone fixed charges.

Activity

Investment income in 2018 was at \$2.8 million. Interest rates have been increasing slowly throughout 2019 and are expected to continue this upward trend in 2020.



Administrative Services

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	3.36	3.38	3.38	3.36	(0.02)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,773	\$1,500	\$1,500	\$1,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,506	\$1,300	\$1,300	\$1,300	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$349,697	\$357,010	\$357,010	\$374,707	\$17,697
Total Revenues	\$352,976	\$359,810	\$359,810	\$377,507	\$17,697
Personnel Costs	\$273,129	\$281,326	\$284,968	\$301,557	\$20,231
Operating Expenses	\$18,554	\$38,013	\$33,758	\$36,675	(\$1,338)
Interdept. Charges	\$33,142	\$40,471	\$38,971	\$39,275	(\$1,196)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$324,825	\$359,810	\$357,697	\$377,507	\$17,697
Rev. Over (Under) Exp.	\$28,151	\$0	\$2,113	\$0	\$0

Program Highlights

Charges for services for copy and duplicating fees is unchanged at \$1,500.

Other revenue which consists of sales tax is budgeted is unchanged at \$1,300.

Personnel costs increase by \$20,200, primarily related to the cost to continue the 3.36 FTE. Staffing decreases 0.02 FTE and consists of a decrease in overtime.

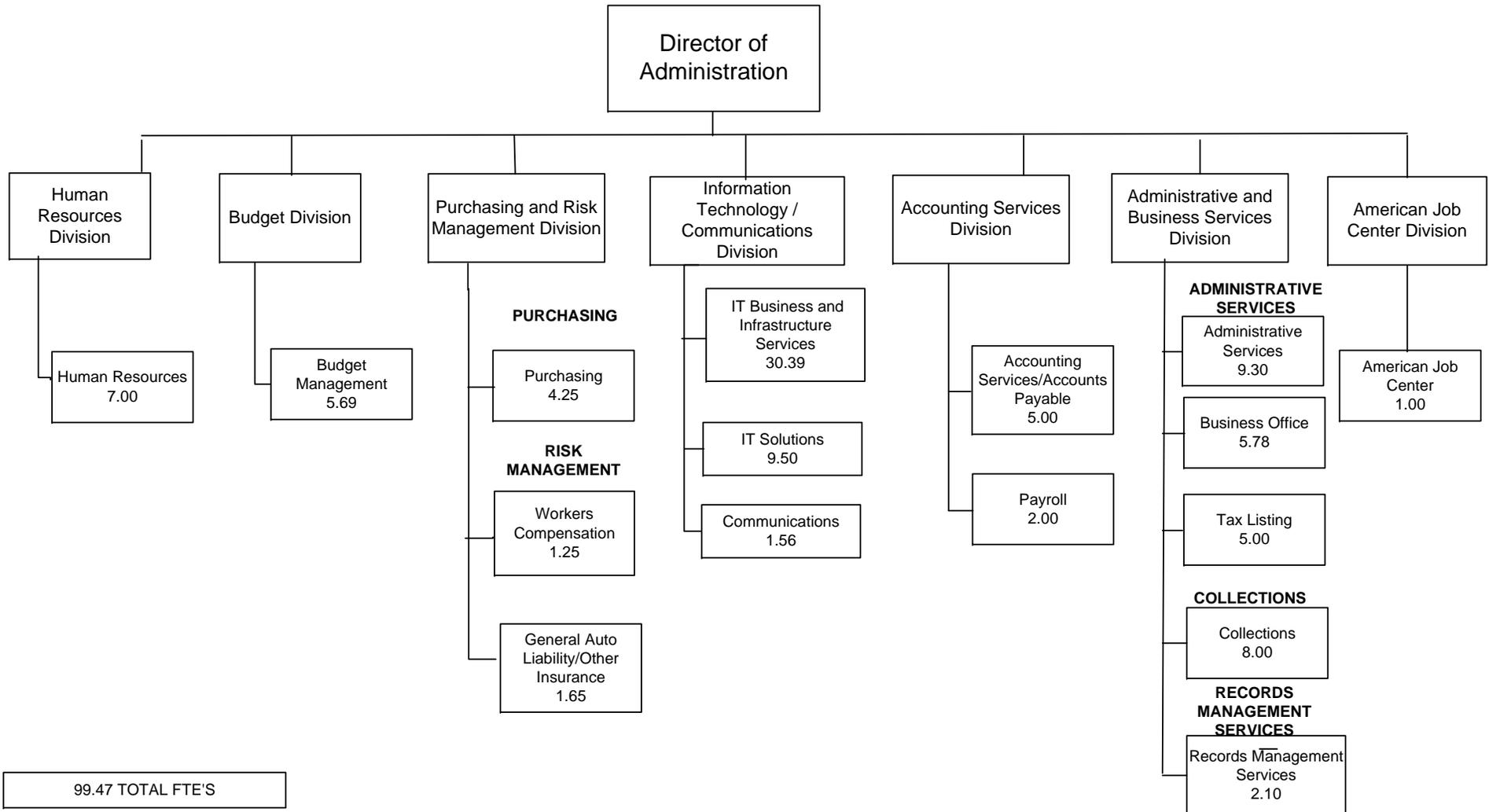
Operating expenses is budgeted to decrease by \$1,300 mostly due to a decrease in security services of \$1,200.

Interdepartmental charges is budgeted to decrease by \$1,200 primarily due to a decrease in postage of \$1,500, and a decrease in records storage and retrieval of \$200, offset by increases in computer maintenance of nearly \$500.

Department of Administration

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 (DOA) 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	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget	
					\$	%
General Fund (a)						
Revenues	\$2,617,888	\$2,400,065	\$2,449,214	\$2,205,710	(\$194,355)	-8.1%
County Tax Levy	\$4,680,954	\$4,855,404	\$4,855,404	\$4,930,404	\$75,000	1.5%
Expenditures	\$7,149,480	\$7,255,469	\$7,106,539	\$7,136,114	(\$119,355)	-1.6%
Rev. Over (Under) Exp.	\$149,362	\$0	\$198,079	\$0	\$0	N/A
End User Technology Fund (a)						
Revenues	\$7,117,268	\$7,062,576	\$7,218,918	\$7,112,288	\$49,712	0.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$6,706,508	\$7,008,277	\$6,964,362	\$7,060,007	\$51,730	0.7%
Operating Inc./ (Loss) (b)	\$410,760	\$54,299	\$254,556	\$52,281	(\$2,018)	-3.7%
Risk Management						
Revenues	\$2,528,654	\$2,948,548	\$2,874,460	\$3,091,280	\$142,732	4.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,805,574	\$2,948,548	\$2,873,749	\$3,091,280	\$142,732	4.8%
Operating Inc./ (Loss)	(\$276,920)	\$0	\$711	\$0	\$0	N/A
Collections						
Revenues	\$922,681	\$1,088,483	\$1,059,816	\$1,000,030	(\$88,453)	-8.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$928,773	\$1,088,483	\$1,051,095	\$1,000,030	(\$88,453)	-8.1%
Operating Inc./ (Loss)	(\$6,092)	\$0	\$8,721	\$0	\$0	N/A
American Job Center						
Revenues	\$0	\$0	\$0	\$419,821	\$419,821	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$0	\$419,821	\$419,821	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Total All Funds						
Revenues	\$13,186,491	\$13,499,672	\$13,602,408	\$13,829,129	\$329,457	2.4%
County Tax Levy	\$4,680,954	\$4,855,404	\$4,855,404	\$4,930,404	\$75,000	1.5%
Expenditures	\$17,590,335	\$18,300,777	\$17,995,745	\$18,707,252	\$406,475	2.2%
Rev. Over (Under) Exp.	\$149,362	\$0	\$198,079	\$0	\$0	N/A
Operating Inc./ (Loss) (b)	\$127,748	\$54,299	\$263,988	\$52,281	(\$2,018)	-3.7%
Position Summary (FTE)						
Regular Positions	94.50	94.50	94.50	94.20	(0.30)	
Extra Help	8.27	6.69	6.69	5.26	(1.43)	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	102.78	101.20	101.20	99.47	(1.73)	

(a) Beginning with the 2019 budget, the Records Management and Mail Services programs transfer from the End User Technology Fund to the General Fund. History has been restated for comparability purposes.

(b) The goal for the copier replacement program is to break even across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '19	Estimated Operating Impact	A = Annual T = One-Time
200910	Enterprise Content Management (a) (b)	Y	2020	\$1,565,000	95%	\$58,000	A
201617	Payroll/Human Resource Info. Sys. (a)(b)	Y	2021	\$1,427,000	60%	\$68,000	A
201815	Property Tax and Cashiering Replacement (a) (b)	Y	2020	\$865,000	40%	\$30,000	A

(a) Coordinated project with departments countywide

(b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

Fund Purpose

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

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget	
					\$	%
Revenues						
General Government	\$627,266	\$676,131	\$676,131	\$704,560	\$28,429	4.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$263,606	\$177,628	\$176,678	\$182,393	\$4,765	2.7%
Interdepartmental	\$1,277,186	\$1,235,877	\$1,231,959	\$1,163,757	(\$72,120)	-5.8%
Other Revenue	\$234,330	\$250,429	\$250,429	\$117,000	(\$133,429)	-53.3%
Appr. Fund Balance (a)	\$215,500	\$60,000	\$114,017	\$38,000	(\$22,000)	-36.7%
County Tax Levy (Credit)	\$4,680,954	\$4,855,404	\$4,855,404	\$4,930,404	\$75,000	1.5%
Total Revenue Sources	\$7,298,842	\$7,255,469	\$7,304,618	\$7,136,114	(\$119,355)	-1.6%
Expenditures						
Personnel Costs	\$5,601,024	\$5,726,542	\$5,645,519	\$5,574,276	(\$152,266)	-2.7%
Operating Expenses (a)	\$984,613	\$957,415	\$896,341	\$992,552	\$35,137	3.7%
Interdept. Charges	\$563,843	\$571,512	\$564,679	\$569,286	(\$2,226)	-0.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$7,149,480	\$7,255,469	\$7,106,539	\$7,136,114	(\$119,355)	-1.6%
Rev. Over (Under) Exp.	\$149,362	\$0	\$198,079	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	56.70	56.70	56.70	54.55	(2.15)
Extra Help	2.69	1.91	1.91	1.07	(0.84)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	59.39	58.61	58.61	55.62	(2.99)

(a) Fund balance appropriation	2018	2019 Budget	2019 Estimate	2020 Budget
Diversity program	\$28,000	\$28,000	\$28,000	\$28,000
Carryovers and Open Purchase Orders	\$74,000	\$0	\$54,017	\$0
One-time salary study	\$58,000	\$0	\$0	\$0
Prior year cafeteria vending commission café subsidy	\$32,000	\$32,000	\$32,000	\$10,000
One-time shared computer demonstration equipment	\$5,000	\$0	\$0	\$0
Records Management	\$18,500	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$215,500	\$60,000	\$114,017	\$38,000

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective 1: Enterprise Content Management – End User Experience and Governance Improvements

Improve efficiency, access, and amount of content under standardized information management through analysis of countywide department business processes and application of Enterprise Content Management (ECM) tools.

Primary 2018 and 2019 focus is on the replacement of a document capture tool and the selection of a data access governance tool to analyze content, remediate risks, and establish base line standards for storage and retention of documents that are stored in accordance with data security policies and best practices.

Performance Measures:

1. Benchmarks will be established as part of data access governance and document capture software implementation, in 4th quarter 2019 or 1st quarter 2020.
2. Volume/percent of digital content.

	2019	2020 Estimate
Under Managed retention and disposition	0.5%	15%
Searchable	1.6%	15%

3. The employment of OnBase as the replacement for KnowledgeLake to handle high volume document capture and retrieval tool to be fully in place by 1st quarter 2020.

Objective 2: Department Support

Establish a “one-stop shop” making it easier for DOA customers (department heads, budget preparers and financial staff) to locate and share key financial information across department divisions. Increase staff collaborations across accounting, budget, and business services to address department needs.

Performance Measures:

	2018 Actual	2019 Estimate	2020 Estimate
Number of DOA Customer Enhancements	3	2	2

Objective 3: Improve Customer Service

To establish consistent customer service across Waukesha County departments, achieve a 4.6 out of 5 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

	2018 Actual	2019 Estimate	2020 Estimate
Customer Satisfaction Rating	4.64	4.6	4.6

Quality Pillar: High standards of service excellence

Objective 4: Cloud Study Implementation

Continued development of a long-term cloud and on premise technology strategy to increase value, business continuity, recoverability, and reduce risk. The 2019 focus is on the implementation of Cloud Study recommendations to migrate selected applications and develop a decision model to assess service providers and applications for cloud provisioning. Performance metrics will evaluate costs and application performance against customer requirements and business value.

Performance Measures:

Total Cost of Ownership. A TCO comparison will be completed for each application prior to migration. A benchmark will be established as part of the Phase II Cloud Strategy implementation. Those determined to be of a reasonable cost will be converted to Cloud-based infrastructure in 4th quarter 2019 and into 2020.

Objective 5: LEAN – Continuous Improvement

Continue expansion & focus of the Waukesha County Continuous Improvement (CI) Initiative through implementation of CI website that provides self-study opportunities as well as tools to ensure individual project success. The initiative also improves County CI capacity by empowering employees that have achieved yellow belt or greater certification to conduct projects outside the formal training cycle and for green and black belts to mentor yellow belt candidates both increasing the number of completed projects and trained employees.

Implement Phase II “Expansion & Focus” of the Waukesha County Continuous Improvement (CI) Initiative to improve CI outcome reporting and further employee engagement.

- a. A LEAN CI website has been established. This site includes training, resources, results and FAQ’s. A dashboard has been developed as a part of this. CI Express site is capturing and sharing how employees are using their LEAN CI training to improve their work processes.
- b. Quarterly LEAN leadership meetings, facilitated by WCTC LEAN instructors, provides for continuing education and networking.
- c. Departmental tactical teams have been created to serve as a liaison with the respective department, LEAN steering committee, and oversee department continuous improvement efforts.
- d. Fast Track Training has been developed. A mentor from WCTC is provided to a previously LEAN trained team to assist them in a new project. This allows for support for the team to apply LEAN techniques to a new project in an advisory manner.

Performance Measures:

1. Number of employees trained and engaged in CI efforts (both line staff & management)

Title	2012	2013	2014	2015	2016	2017	2018	Total	Current*
White Belt Certification	20	40	27	20	28	30	42	207	180
Yellow Belt Certification	0	0	11	13	10	11	15	60	56
Green Belt Certificate	1	2	1	2	4	3	2	15	16
Black Belt Training	0	0	0	0	3	0	1	4	4
Grand Total	21	42	39	35	45	44	60	286	256

*Current is the count of employees at their highest belt level. Some employees have taken multiple trainings at different levels resulting in a higher total count. Some employees have been hired by Waukesha County with lean training provided by former employers.

At the close of 2018, approximately 22% of the total county workforce had been lean trained. DOA has 46 FTE, or roughly 49% of its staff, trained in lean/continuous improvement with the goal of being over 50% by the close of 2019.

2. Number of completed County-wide CI efforts reported (“CI Express” and / or full projects)

CI Efforts	2012	2013	2014	2015	2016	2017	2018
Lean Projects	4	9	8	8	7	2	5
CI Express	0	0	0	5	0	7	6

Objective 6: Jail Study

Review recommendations of 2019 Jail Study work with the Sheriff’s Department in areas of personnel recruitment/retention and evaluation of technology to provide improved safety and efficiency.

Team Pillar: Best professionals serving the public in the best way

Objective 7: Compensation Plan Monitoring

A comprehensive salary and benefits study was completed in 2018. Recommendations were implemented in the 2019 budget. The Human Resources (HR) division will review and monitor regrettable turnover, and new hire salary placements to determine the overall effectiveness of the compensation system.

Performance Measures:

1. Continue to review and develop trend data on regrettable turnover.
2. Monitor the effectiveness of the salary plan by developing data regarding new hire salary placement and penetration into the salary range.

	2018 Actual	2019 Estimate	2020 Estimate
Regrettable Turnover	4.95%	5.00%	5.00%

*Regrettable Turnover is defined as employees who left county employment and the county had planned to retain. Regrettable turnover includes voluntary separation by individuals who are top performers or high potential employees or where the separation is from a key position for which a possible successor has not been previously identified.

Objective 8: Employee Engagement and Development

Develop and implement programs, communication strategies, and employee training and development resources, which will assist in the engagement and development of both the current workforce and newly hired employees.

Performance Measures:

1. Ensure overall effectiveness of HR and department onboarding systems through a survey of new hires at 60, 90, and 180 day marks.
2. Increase the number of employees participating in employee development programs using 2018 enrollment data as a foundation. These included trainings regarding: technology, project management, conflict management, EEO/Diversity, LEAN, Management U, StrengthsFinders, Effective Supervision, Mentor and SOSE certificate.

	2018 Actual	2019 Estimate	2020 Estimate
Survey results of new hires on on-boarding effectiveness	4.67	4.70	4.70
# of employees participating in learning sessions	1,496	1,550	1,600

Objective 9: Employee Survey--Engagement and Development

By 2019, achieve a rating of 85% or higher on the annual County-Wide Strategic Planning Survey for the statement: "Information and knowledge are openly shared within my department."

	2015	2016	2017	2018	2019 Estimate	2020 Estimate
Information and Knowledge are Shared Openly	73.9%	78.2%	76.2%	85.3%	85%	85%

Objective 10: Employee Survey--Rewards and Recognition

By 2020, achieve a rating of 90% or higher on the annual County-Wide Strategic Planning Survey for the statement: "I understand I can be recognized for extra effort while demonstrating the county's core values."

	2015	2016	2017	2018	2019 Estimate	2020 Estimate
Recognized for extra effort while demonstrating County's core values	73.5%	78.8%	79.5%	97.3%	90%	90%

Health and Safety Pillar: Ensure well-being

Objective 11: Promote Health and Wellbeing of the County Workforce

Develop programming that meets the needs of employees and decreases inflationary pressure on benefit costs. In 2020, the focus will be to increase utilization of disease management programs, financial education and awareness, and wellness programs through collaboration with benefit partners, such as the Health and Wellness Center, health plan administrator, employee assistance plan administrator and deferred compensation plan administrator.

Performance Measures:

1. Maintain health insurance costs that are below medical inflationary trends.
2. Increase employee health and Wellness Center utilization of employees, spouses and children.

Year	Medical Inflation Rate	County Increase
2015	9.0%	1.4%
2016	9.0%	2.3%
2017	9.0%	5.0%
2018	7.9%	5.0%
2019	7.0%	0%

Health Center Utilization		
Year	Total Visits	Unique Patients
2015	2,238	914
2016	3,667	1,293
2017	5,653	1,526
2018*	5,305	1,795

*Although number of visits decreased slightly, the number of new patients increased.

3. Increase preventative screenings and exams.
4. Evaluate the effectiveness of pilot programs in areas of stress management, disease management and financial education.

	2018 Benchmark	2019 Estimate	2020 Estimate
% of employees in High Deductible Plan that participate in preventative screenings/exams	65%	65%	70%
% of employees in Choice Plus Plan that participate in preventative screenings/exams	64%	64%	70%
Participation in Healthy Minds	N/A	100	160
Participation in Money University	N/A	200	Every other year event
Weight Loss Program (Real Appeal)	n/a	75	120

Finance Pillar: Protect Tax Payer Investment

Objective 12: Purchasing Spend Analysis

Leverage buying power, reduce costs, and provide better management and oversight of suppliers through comprehensive spend analysis and decision-making. Utilize data analytics of the spend data generated in prior year to develop spend management strategies to be implemented in 2020.

Performance Measures:

1. Reduction in material and service costs (Benchmark established in 2019).

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to all divisions within the Department of Administration (DOA) General Fund.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	9.85	11.05	11.05	9.30	(1.75)
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	\$4,708	\$0	\$0
County Tax Levy (Credit)	\$629,085	\$717,541	\$717,541	\$593,189	(\$124,352)
Total Revenues	\$629,085	\$717,541	\$722,249	\$593,189	(\$124,352)
Personnel Costs	\$607,239	\$667,448	\$551,169	\$546,644	(\$120,804)
Operating Expenses	\$15,627	\$21,000	\$22,370	\$17,950	(\$3,050)
Interdept. Charges	\$27,565	\$29,093	\$28,193	\$28,595	(\$498)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$650,431	\$717,541	\$601,732	\$593,189	(\$124,352)
Rev. Over (Under) Exp.	(\$21,346)	\$0	\$120,517	\$0	\$0

Program Highlights

Personnel costs decrease by \$120,800 reflecting the unfunding of a 0.95 FTE office services coordinator position resulting in \$89,400 in reduced personnel expenditures in this program. Personnel costs also includes the removal of 0.80 FTE temporary extra help which was previously provided for coverage and project support throughout all DOA divisions. DOA staff have been working on cross-training staff in order to provide necessary departmental coverage. The removal of temporary extra help results in personnel cost reduction of \$21,900.

Operating expenses decrease \$3,100 primarily due to decreased travel and training expenses allocated to this program based on historical and anticipated external training needs for staff.

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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	6.60	7.02	7.02	5.78	(1.24)
General Government	\$627,266	\$676,131	\$676,131	\$704,560	\$28,429
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$743,210	\$744,250	\$744,250	\$674,900	(\$69,350)
Other Revenue	\$129,856	\$133,429	\$133,429	\$0	(\$133,429)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	(\$740,915)	(\$732,439)	(\$732,439)	(\$699,369)	\$33,070
Total Revenues	\$759,417	\$821,371	\$821,371	\$680,091	(\$141,280)
Personnel Costs	\$740,920	\$801,638	\$799,334	\$654,666	(\$146,972)
Operating Expenses	\$14,490	\$6,300	\$6,750	\$11,780	\$5,480
Interdept. Charges	\$13,038	\$13,433	\$13,433	\$13,645	\$212
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$768,448	\$821,371	\$819,517	\$680,091	(\$141,280)
Rev. Over (Under) Exp.	(\$9,031)	\$0	\$1,854	\$0	\$0

Program Highlights

General government revenues increase \$28,400 reflecting indirect charge allocation. Indirect cost recovery revenues received by the county above budgeted amounts in this program are traditionally accounted for in the Non-Departmental General Fund budget. In 2020, the department is budgeted to retain a greater portion of the indirects that are anticipated instead of being transferred to the Non-Departmental budget. Interdepartmental revenues decrease by \$69,400 due to departmental service contract reductions resulting in less indirect cost recovery revenue. Other revenues decrease by \$133,400 due to the transfer of the workforce development center coordinator to the American Job Center Fund. The revenue and the \$137,800 in expenses are allocated to the new special revenue fund beginning in 2020.

Personnel costs decrease by \$147,000. This decrease is largely due to the transfer of 1.00 FTE workforce development center coordinator to the American Job Center Fund resulting in \$133,400 in budget change. Additional Personnel cost changes include turnover of existing staff due to departmental retirements, the decrease of 0.30 FTE of a financial analyst position, (this position will move to Emergency Preparedness—Communications Center to provide assistance to that department for budget development and monitoring) resulting in \$25,000 in budgeted savings. This is partially offset by the reallocation of 0.10 FTE of the business and collections services manager from the Collections division to the Business Office resulting in an additional \$16,100 in personnel costs.

Operating expenses increase by \$5,500 due to \$2,400 increase in professional staff development due to a reallocation from the Administrative Services program based on past and anticipated expenditure needs and \$1,500 increase in contracted services.

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 Human Resources 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.

	2018 Actual	2019 Budget	2019 Estimate	2020 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 (Credit)	\$344,124	\$354,865	\$354,865	\$416,557	\$61,692
Total Revenues	\$344,124	\$354,865	\$354,865	\$416,557	\$61,692
Personnel Costs	\$222,076	\$213,357	\$203,438	\$206,634	(\$6,723)
Operating Expenses	\$176,601	\$130,058	\$130,353	\$198,215	\$68,157
Interdept. Charges	\$11,225	\$11,450	\$11,450	\$11,708	\$258
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$409,902	\$354,865	\$345,241	\$416,557	\$61,692
Rev. Over (Under) Exp.	(\$65,778)	\$0	\$9,624	\$0	\$0

Program Highlights

Personnel costs decrease by \$6,700 due to staff turnover in this program.

Operating expenses increase by \$68,200 primarily due to an increase in computer software maintenance and contracted services associated with the implementation of the new payroll system. 2020 represents the first full year of implementation costs associated with the new Human Resources Information System implementation which is a fully hosted and supported payroll system.

Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Paychecks Processed	43,267	43,000	43,250	43,250	250
W2s Processed	2,136	2,100	2,150	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 Management division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage county investments, assist the Treasurer's Office in managing county cash flows, and audit transactions so that requisitions and payments are accurate and purchased in accordance with the adopted budget.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	6.00	5.00	5.00	5.00	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	\$63,019	\$64,052	\$64,052	\$66,322	\$2,270
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$12,055	\$0	\$0
County Tax Levy (Credit)	\$695,029	\$652,715	\$652,715	\$600,673	(\$52,042)
Total Revenues	\$758,048	\$716,767	\$728,822	\$666,995	(\$49,772)
Personnel Costs	\$604,591	\$562,653	\$542,486	\$512,759	(\$49,894)
Operating Expenses	\$106,993	\$134,636	\$130,202	\$134,368	(\$268)
Interdept. Charges	\$19,529	\$19,478	\$19,478	\$19,868	\$390
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$731,113	\$716,767	\$692,166	\$666,995	(\$49,772)
Rev. Over (Under) Exp.	\$26,935	\$0	\$36,656	\$0	\$0

Program Highlights

Personnel costs decrease \$49,900 due to a significant number of turnovers in the Accounting Services program primarily caused by employee retirements.

Operating expenditures decrease \$300 and include sufficient funding for the 2020 Waukesha County audit, computer software license costs related to the county's financial system, and employee professional development.

Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Budget Entries Audited	502	700	725	700	0
Journal Entries Audited	3,052	3,100	2,950	3,000	(100)
Invoices (Direct Buys) Audited	41,907	43,600	41,500	42,000	(1,600)
P-card Lines Entered/Audited	14,433	14,000	15,200	15,200	1,200

Tax Listing

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	5.00	5.00	5.00	5.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$163,674	\$176,678	\$176,678	\$182,393	\$5,715
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$241,509	\$255,213	\$255,213	\$263,118	\$7,905
Total Revenues	\$405,183	\$431,891	\$431,891	\$445,511	\$13,620
Personnel Costs	\$385,270	\$401,879	\$395,846	\$415,603	\$13,724
Operating Expenses	\$15,718	\$16,554	\$18,702	\$17,262	\$708
Interdept. Charges	\$11,795	\$13,458	\$12,035	\$12,646	(\$812)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$412,783	\$431,891	\$426,583	\$445,511	\$13,620
Rev. Over (Under) Exp.	(\$7,600)	\$0	\$5,308	\$0	\$0

Program Highlights

Charges for services revenue is for tax billing to municipalities. Tax billing revenue is increasing by \$5,700 due to a planned \$0.04 or 2.5% billing rate increase per parcel from \$1.60 to \$1.64 resulting in an additional revenue.

Personnel costs increase \$13,700, mostly due to cost to continue existing staff and employee benefit plan selection.

Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	110,404	110,424	111,055	111,215	791
Number of property listings updated	165,083	150,000	149,000	150,000	0
Number of property transfers processed	8,365	8,300	6,300	7,500	(800)
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills Printed	104,814	105,380	105,450	105,620	240
# Online County Tax Payments (a)	3,872	4,100	3,900	3,900	(200)
\$ Online County Tax Payments (a)	\$13,184,250	\$14,700,000	\$13,200,000	\$13,200,000	(\$1,500,000)
# Municipalities participating with county's online payment program	14	14	14	14	0

(a) Reflects payments to county for property tax. Total 2018 online transactions, including county, municipal partners and the Register of Deeds account for 10,014 transactions totaling \$20,322,126.

Budget Management

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	5.69	5.69	5.69	5.69	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$599,803	\$619,910	\$619,910	\$655,424	\$35,514
Total Revenues	\$599,803	\$619,910	\$619,910	\$655,424	\$35,514
Personnel Costs	\$552,615	\$572,871	\$556,175	\$607,995	\$35,124
Operating Expenses	\$24,111	\$27,917	\$23,846	\$27,900	(\$17)
Interdept. Charges	\$18,788	\$19,122	\$19,122	\$19,529	\$407
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$595,514	\$619,910	\$599,143	\$655,424	\$35,514
Rev. Over (Under) Exp.	\$4,289	\$0	\$20,767	\$0	\$0

Program Highlights

Personnel costs increase \$35,100 due to cost to continue for current staff and employee benefit selection changes.

Operating expenses include contract services, staff development, and equipment.

Interdepartmental charges are for End User Technology Fund charges.

Human Resources

Program Description

The Human Resources 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. It also 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. Additionally, it provides the administration of the county's benefit plans and manages the county's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	7.00	7.00	7.00	7.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$22	\$750	\$0	\$0	(\$750)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$23,607	\$22,000	\$22,000	\$22,000	\$0
Appr. Fund Balance (a)	\$173,000	\$60,000	\$60,000	\$38,000	(\$22,000)
County Tax Levy (Credit)	\$1,072,165	\$1,060,165	\$1,060,165	\$1,099,117	\$38,952
Total Revenues	\$1,268,794	\$1,142,915	\$1,142,165	\$1,159,117	\$16,202
Personnel Costs	\$877,507	\$836,338	\$879,389	\$866,438	\$30,100
Operating Expenses	\$284,004	\$251,223	\$224,408	\$236,240	(\$14,983)
Interdept. Charges	\$58,174	\$55,354	\$54,854	\$56,439	\$1,085
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,219,685	\$1,142,915	\$1,158,651	\$1,159,117	\$16,202
Rev. Over (Under) Exp.	\$49,109	\$0	(\$16,486)	\$0	\$0

(a) Budgeted fund balance represents funding for the diversity program (2018 – 2020), one-time salary study (2018), and café subsidy (2018 - 2020).

Program Highlights

Appropriated fund balance decreases by \$22,000 to \$38,000. The 2020 budget does not include a county-wide employee event which is traditionally supported with vending revenue. The 2020 budget appropriates vending revenue to support the café subsidy in order to reduce General Fund Balance use for this purpose. The remaining \$28,000 of General Fund Balance is for continued countywide employee training.

Personnel costs increase by \$30,100 mostly due to the cost to continue existing staff and the reclassification of a human resources analyst to a senior human resources analyst resulting in an additional \$4,500 in personnel costs.

Operating expenses decrease \$15,000 primarily due to removal of expenditure authority associated with holding a countywide employee event.

Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
# of Seasonal, Temporary Employees Hired	206	200	210	210	10
# of Regular Full-Time Employees Hired	172	175	175	175	-
Promotions/Demotions/Transfers	83	75	85	85	10
Peak # of Employees on Payroll	1,779	1,800	1,800	1,800	-
# of Employee/Family Medical Leaves	364	350	360	360	10

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; competitively sourcing procurement needs through bids and requests for proposals; drafting, negotiating, and administering county contracts; and providing support to county departments on type, availability and costs of equipment, supplies and services with consideration to benefits, effectiveness and efficiency, and total cost of ownership. The division also manages the county's café, vending services, and the reallocation or disposal of county surplus property (excluding land and buildings).

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	4.25	4.25	4.25	4.25	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$7	\$200	\$0	\$0	(\$200)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$80,831	\$95,000	\$95,000	\$95,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$379,454	\$351,090	\$351,090	\$364,688	\$13,598
Total Revenues	\$460,292	\$446,290	\$446,090	\$459,688	\$13,398
Personnel Costs	\$387,438	\$406,986	\$434,755	\$420,783	\$13,797
Operating Expenses	\$8,761	\$13,450	\$13,450	\$12,500	(\$950)
Interdept. Charges	\$25,659	\$25,854	\$25,854	\$26,405	\$551
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$421,858	\$446,290	\$474,059	\$459,688	\$13,398
Rev. Over (Under) Exp.	\$38,434	\$0	(\$27,969)	\$0	\$0

Program Highlights

Other revenue is comprised of procurement card and salvage revenues which is remaining at the 2019 budgeted level.

Personnel costs increase \$13,800 primarily due to a budgeted change in health insurance coverage from single to family coverage.

Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Requisitions Processed	253	275	260	255	(20)
Purchase Orders / Blanket Contracts Issued	559	500	570	525	25
Bids/Requests for Proposals (RFPs) Issued	93	135	115	115	(20)
Procard Transactions	\$8,101,544	\$9,500,000	\$9,500,000	\$9,500,000	-

Information Technology Solutions
(Non-Proprietary Operations)

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 support, developing, and maintaining of the county's web environment. This program is in the Department of Administration General Fund since, unlike End User Technology Fund budget, it is not charged out to other departments.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	9.90	9.50	9.50	9.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$24,000	\$0	\$10,247	\$0	\$0
County Tax Levy (Credit)	\$1,460,700	\$1,451,894	\$1,451,894	\$1,531,302	\$79,408
Total Revenues	\$1,484,700	\$1,451,894	\$1,462,141	\$1,531,302	\$79,408
Personnel Costs	\$1,092,077	\$1,131,883	\$1,151,679	\$1,205,165	\$73,282
Operating Expenses	\$55,472	\$37,100	\$35,300	\$37,268	\$168
Interdept. Charges	\$277,593	\$282,911	\$282,886	\$288,869	\$5,958
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,425,142	\$1,451,894	\$1,469,865	\$1,531,302	\$79,408
Rev. Over (Under) Exp.	\$59,558	\$0	(\$7,724)	\$0	\$0

(a) 2018 actual fund balance represents \$5,000 for shared computers and carryover of \$19,000 for cloud services transition consulting project. The 2019 fund balance represents an open purchase order for contracted services which encumbered funds from 2018.

Program Highlights

Personnel costs increase \$73,300 mostly due to cost to continue existing staff, and a change in health insurance plan selection.

Interdepartmental charges increase \$6,000 mostly due to increased computer maintenance/replacement charges.

Records Management Services

Program Description

Records Management Services is responsible for imaging and storing of County records. Imaging activities include file preparation, scanning/microfilming, indexing, quality control, and destruction of paper originals. Storage activities include overseeing incoming records transmittals, facilitating records retrievals, and ensuring secure destruction in accordance with county records retention schedules.

Records Management Services also provides mail services to the county. Activities include pickup, sorting and delivery of incoming and outgoing U.S. Postal Service mail.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	3.10	2.10	2.10	2.10	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$99,903	\$0	\$0	\$0	\$0
Interdepartmental	\$470,957	\$427,575	\$423,657	\$422,535	(\$5,040)
Other Revenue	\$36	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$18,500	\$0	\$27,007	\$0	\$0
County Tax Levy (Credit)	\$0	\$124,450	\$124,450	\$105,705	(\$18,745)
Total Revenues	\$589,396	\$552,025	\$575,114	\$528,240	(\$23,785)
Personnel Costs	\$131,291	\$131,489	\$131,248	\$137,589	\$6,100
Operating Expenses	\$282,836	\$319,177	\$290,960	\$299,069	(\$20,108)
Interdept. Charges	\$100,477	\$101,359	\$97,374	\$91,582	(\$9,777)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$514,604	\$552,025	\$519,582	\$528,240	(\$23,785)
Rev. Over (Under) Exp.	\$74,792	\$0	\$55,532	\$0	\$0

Program Highlights

Interdepartmental revenues decrease by \$5,000 due to \$3,000 in less countywide centralized physical record storage and \$2,000 in decreased mail volume.

Personnel costs increase by \$6,100 due to cost to continue for existing staff.

Operating expenses decrease \$20,100 mostly due to removal of \$21,500 in third party temp extra help which is partially offset by \$8,000 increase in postage due to anticipated postage rate changes.

Interdepartmental charges decrease by \$9,800 due to \$11,500 reduction in DOA indirect charges as this budget is no longer an internal service budget warranting an assessment of the indirect costs.

Records Management Services (cont.)
Activity – Records Management

	2018	2019	2019	2020	Budget
<u>Output Indicators</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Storage Boxes Received (a)	505	500	500	500	-
Storage Boxes Destroyed (a)	853	1,100	640	800	(300)
Boxes/Journals Offsite	9,880	9,700	9,740	9,440	(260)
Images Scanned (b)	159,968	160,000	160,000	160,000	-

(a) In the year referenced.

(b) Counts do not reflect imaging services for centralized accounts payable.

Activity – Mail Services

	2018	2019	2019	2020	Budget
<u>Output Indicators</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Incoming Mail (Bins)	1,640	1,400	1,600	1,600	200
Outgoing Mail (Pieces)	441,182	440,000	440,000	440,000	-

Fund Purpose

The End User Technology Fund is an internal service fund established to finance the commonly used business, web-related, and technical infrastructure used to support county technology users and finance the replacement of office copiers.

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	2018	2019	2019	2020	Change From 2019	
	Actual (d)	Adopted Budget (d)	Estimate (d)	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	\$45,220	\$105,000	\$94,000	\$54,000	(\$51,000)	-48.6%
Interdepartmental	\$6,110,472	\$6,260,048	\$6,234,438	\$6,272,541	\$12,493	0.2%
Other Revenue	\$15,423	\$34,080	\$35,275	\$17,080	(\$17,000)	-49.9%
Appr. Fund Balance (a)	\$946,153	\$663,448	\$855,205	\$768,667	\$105,219	15.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$7,117,268	\$7,062,576	\$7,218,918	\$7,112,288	\$49,712	0.7%
Expenditures						
Personnel Costs	\$3,252,858	\$3,472,271	\$3,388,874	\$3,689,595	\$217,324	6.3%
Operating Expenses	\$3,421,275	\$3,501,616	\$3,541,728	\$3,337,514	(\$164,102)	-4.7%
Interdept. Charges	\$32,375	\$34,390	\$33,760	\$32,898	(\$1,492)	-4.3%
Fixed Assets (memo) (b)	\$463,280	\$556,445	\$503,442	\$641,081	\$84,636	15.2%
Total Expenditures (b)	\$6,706,508	\$7,008,277	\$6,964,362	\$7,060,007	\$51,730	0.7%
Rev. Over (Under) Exp. (b) (c)	\$410,760	\$54,299	\$254,556	\$52,281	(\$2,018)	-3.7%

Position Summary (FTE)

Regular Positions	27.95	27.95	27.95	28.95	1.00
Extra Help	3.38	3.38	3.38	2.99	(0.39)
Overtime	0.01	0.01	0.01	0.01	0.00
Total FTEs	31.34	31.34	31.34	31.95	0.61

(a) Fund balance appropriation	2018	2019 Budget	2019 Estimate	2020 Budget
Open Carryovers - 2019 estimate includes carryover of \$35,000 for cloud services transition and consulting, and a carryover of \$156,757 for 2018 open purchase orders.	\$220,038	\$0	\$191,757	\$0
Appropriated Fund balance from End User Technology Fund	\$376,115	\$313,448	\$313,448	\$518,667
Appropriated Fund balance from General Fund	\$350,000	\$350,000	\$350,000	\$250,000
Total Fund Balance Appropriation:	\$946,153	\$663,448	\$855,205	\$768,667

- (b) Total expenditures and net operating income include fixed assets to conform to financial accounting standards. Fixed asset purchases in the department operating request will be funded by operating revenues and general fund balance.
- (c) The goal for the copier replacement program is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.
- (d) In the 2019 Budget, the Records Management and mail services programs were shifted into the General Fund. History has been restated for comparability purposes.

IT Business and Infrastructure Services

(Proprietary Operation)

Team Pillar: Best professionals serving the public in the best way.

Objective 1: Analysis of End User Technology Cost Methodology

The end user technology cost methodology that is currently utilized to allocate costs was developed in 2007. Due to significant changes in the field of information technology regarding hosting of software, security of data and virtualization of servers, it may be time to reexamine the current methodology to determine if it positions the county for continued professional information technology support. (First Quarter, 2020)

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 sections of information technology (IT):*

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 a developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, 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. IT infrastructure also contracts for 24/7 help desk and desktop support augmenting county staff.

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

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.

- * The Information Technology Solutions organization is Department of Administration's General Fund service, unlike the End User Technology Fund, and is not charged out to other departments. "Solutions" provides support to large computer data applications and supports, maintains and develops the county web environment.

IT Business and Infrastructure Services (cont.)

	2018 Actual (f)	2019 Budget (f)	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	29.78	29.78	29.78	30.39	0.61
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$45,220	\$105,000	\$94,000	\$54,000	(\$51,000)
Interdepartmental (a) (b)	\$5,438,988	\$5,544,161	\$5,544,161	\$5,739,754	\$195,593
Other Revenue	\$11,798	\$30,000	\$31,195	\$13,000	(\$17,000)
Appr. Fund Balance (c) (e)	\$946,153	\$663,448	\$855,205	\$768,667	\$105,219
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,442,159	\$6,342,609	\$6,524,561	\$6,575,421	\$232,812
Personnel Costs	\$3,113,257	\$3,327,482	\$3,244,662	\$3,539,364	\$211,882
Operating Expenses	\$2,912,852	\$2,956,578	\$3,031,660	\$2,980,776	\$24,198
Interdept. Charges	\$2,396	\$4,250	\$3,660	\$3,000	(\$1,250)
Fixed Assets (memo) (d)	\$463,280	\$556,445	\$503,442	\$641,081	\$84,636
Total Expenditures (d)	\$6,028,505	\$6,288,310	\$6,279,982	\$6,523,140	\$234,830
Rev. Over (Under) Exp. (d) (e)	\$413,654	\$54,299	\$244,579	\$52,281	(\$2,018)

- (a) Interdepartmental revenues related to the total cost of ownership charges from departmental users include a combination of revenue sources including tax levy. Interdepartmental rates are increased 2.25% in 2020.
- (b) Interdepartmental revenues for the copier replacement program are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
- (c) 2018 budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$376,115, General Fund Balance of \$350,000, and carryover of \$220,038 for 2017 open purchase orders. 2019 budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$313,448 and General Fund Balance of \$350,000. 2019 estimate includes carryover of \$35,000 for cloud services transition and consulting, and a carryover of \$156,757 for 2018 open purchase orders. 2020 budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$518,667 and General Fund Balance of \$250,000.
- (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) The goal for copier replacement is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.
- (f) For the 2019 budget, Records Management is part of Department of Administration's General Fund programs. History has been restated for comparability purposes.

Program Highlights

Charges for service revenue decrease \$51,000 including \$11,000 related to a lower number of title companies utilizing county office space and associated IT resources and \$40,000 in lower pass-through municipal charges related to public safety mobile connectivity software costs. Interdepartmental revenues increase \$195,600 reflecting a 2.25% increase in rates charged to departments and an increase to the Emergency Preparedness Department reflecting a 1.00 FTE reallocation of Communication Center staff to End User Technology to enhance E911 support, slightly offset by a decrease in copier replacement revenues. Other revenues decrease \$17,000 reflecting a reduction in procurement card rebates.

Personnel costs increase \$211,900 mostly due to cost to continue of existing staff and the creation of 1.00 FTE senior IT professional. This position will replace the abolished communications center specialist position in Emergency Management's budget. This is partially offset by the decrease of 0.39 FTE temporary extra help.

IT Business and Infrastructure Services (cont.)

Operating expenses increase a total of \$24,200. This includes a \$78,500 increase in computer equipment costs due the purchase of non-ruggedized mobile data computer equipment for the Sheriff's department and a \$57,800 increase in depreciation expenses. These increases are partially offset by a \$56,700 decrease which includes lower Microsoft licensing costs associated with migration to Office 365 and decreased municipal public safety mobility software costs; \$34,800 decrease in server maintenance costs as the division is utilizing more virtual servers than physical servers; and \$21,800 decrease based on the removal of the AIX remote managed services.

Fixed assets are increasing by \$84,600 primarily due to the purchase of ruggedized mobile data computers for the Sheriff's department which are traditionally more expensive than the non-ruggedized version requiring them to be budgeted as a fixed asset.

Activity

The plan is scheduled to replace 284 PC's (including laptops), 64 flat panels and 35 peripherals (printers, scanners, etc.) in 2020. The plan currently supports 1,463 personal workstations and laptop computers and 41 VDI (visual desktop infrastructure) devices.

<u>Year</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
PC	279	252	268	325	379	295	339	261	284
Flat panels	50	50	75	75	80	150	75	60	64
Peripherals	45	45	45	50	50	50	35	35	35
Thin Client						65	187	241	300

Activity – Copier Replacement

<u>Copier Purchases</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019</u> <u>Estimate</u>	<u>All</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
Total Number of Units in Plan	96	96	95	95	(1)
Units Purchased Annually	16	22	22	12	(10)

Program Description

The Communications program provides county-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining county telephones and other telecommunication equipment and services. This program was first incorporated into the End User Technology Fund from the Communications Fund in 2017.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	1.56	1.56	1.56	1.56	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	\$671,484	\$715,887	\$690,277	\$532,787	(\$183,100)
Other Revenue	\$3,625	\$4,080	\$4,080	\$4,080	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$675,109	\$719,967	\$694,357	\$536,867	(\$183,100)
Personnel Costs	\$139,601	\$144,789	\$144,212	\$150,231	\$5,442
Operating Expenses	\$508,423	\$545,038	\$510,068	\$356,738	(\$188,300)
Interdept. Charges	\$29,979	\$30,140	\$30,100	\$29,898	(\$242)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$678,003	\$719,967	\$684,380	\$536,867	(\$183,100)
Rev. Over (Under) Exp.	(\$2,894)	\$0	\$9,977	\$0	\$0

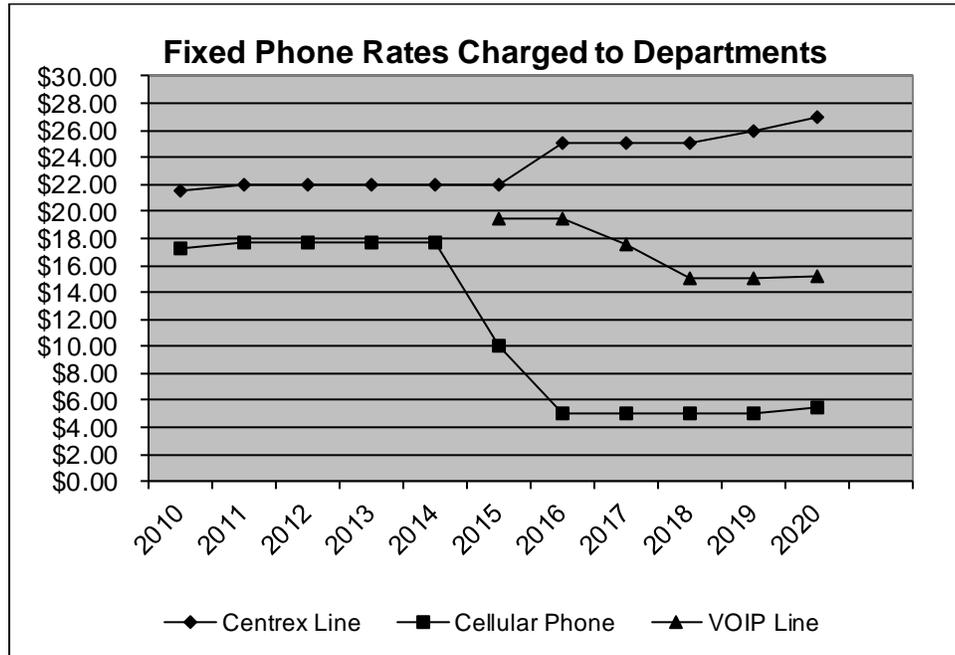
Program Highlights

Interdepartmental revenues decrease \$183,100 mostly due to the transfer of cellular costs to department's operational budgets.

Personnel costs increase \$5,400 mostly due to cost to continue existing staff.

Operating expenses decrease \$188,300 mostly due to the transfer of cellular costs to department's operational budgets as mentioned above.

Performance Measure



Activity

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
# of VOIP Lines	1,594	1,613	1,613	1,549	(64)
# of Centrex Telephone Lines	249	243	243	218	(25)
# of Non-Centrex Telephone Lines	91	105	79	79	(26)
# of Cellular Phones	489	490	499	506	16

The VOIP (Voice Over Internet Protocol) capital project implementation occurred in 2013 – 2014. Currently 243 Centrex (land lines) and 79 non-Centrex traditional analog lines remain. These phone lines are in locations that either are not served by the internet or relate to devices that require traditional analog signals to operate fax machines, modems, panic alarms, or monitoring systems. These analog devices, and lines that are in difficult to serve locations, will continue to be reviewed for conversion to VOIP where possible.

Fund Purpose

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

Financial Summary	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	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 (a)	\$2,228,024	\$2,339,400	\$2,339,400	\$2,431,370	\$91,970	3.9%
Other Revenue (b)	\$300,630	\$417,600	\$343,512	\$394,410	(\$23,190)	-5.6%
Appr. Fund Balance (c)	\$0	\$191,548	\$191,548	\$265,500	\$73,952	38.6%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources (a) (b) (c)	\$2,528,654	\$2,948,548	\$2,874,460	\$3,091,280	\$142,732	4.8%
Expenditures						
Personnel Costs	\$324,748	\$330,436	\$334,049	\$332,481	\$2,045	0.6%
Operating Expenses	\$2,385,576	\$2,542,980	\$2,464,568	\$2,678,576	\$135,596	5.3%
Interdept. Charges	\$95,250	\$75,132	\$75,132	\$80,223	\$5,091	6.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,805,574	\$2,948,548	\$2,873,749	\$3,091,280	\$142,732	4.8%
Rev. Over (Under) Exp.	(\$276,920)	\$0	\$711	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.95	2.95	2.95	2.90	(0.05)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	2.95	2.95	2.95	2.90	(0.05)

- (a) Interdepartmental revenues from charges to insured departments include tax levy funding.
- (b) Other revenues include investment income, insurance/subrogation recoveries on claims, and Wisconsin Municipal Mutual Insurance company dividends (primary source of reduction).
- (c) Fund balance applied in 2019-2020 to help offset impact of increased insurance and claims reserves costs, combined with decreased insurance dividends to phase increases to departments over several budgets.

Fund Balance Appropriation	2018	2019 Budget	2019 Est.	2020 Budget
Open carryovers	\$0	\$0	\$0	\$0
Liability & Property Insurance Program General Fund Balance	\$0	\$191,548	\$191,548	\$215,500
Liability & Property Insurance Program Risk Management Fund Balance	\$0	\$0	\$0	\$50,000
Worker's Compensation Program	\$0	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$0	\$191,548	\$191,548	\$265,500

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect Taxpayer Investments

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience modification factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the state of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2018 Actual	2019 Target	2019 Actual	2020 Target
Workers' Compensation Experience Modification Factor	0.88	Below 1.00	0.91	Below 1.00

Liability & Property Insurance**Program Description**

Management of the county's liability and property 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 in 1987 to provide general and police professional liability, errors and omissions, and vehicle liability excess coverage and currently insures 15 member counties, 3 cities, and 2 special-use districts.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	1.70	1.70	1.70	1.65	(0.05)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$998,344	\$1,085,100	\$1,085,100	\$1,177,070	\$91,970
Other Revenue (b)	\$275,800	\$354,000	\$287,946	\$326,150	(\$27,850)
Appr. Fund Balance (c)	\$0	\$191,548	\$191,548	\$265,500	\$73,952
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a) (b)	\$1,274,144	\$1,630,648	\$1,564,594	\$1,768,720	\$138,072
Personnel Costs	\$191,331	\$194,720	\$197,058	\$193,282	(\$1,438)
Operating Expenses	\$1,219,853	\$1,361,836	\$1,292,773	\$1,496,255	\$134,419
Interdept. Charges	\$94,320	\$74,092	\$74,092	\$79,183	\$5,091
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,505,504	\$1,630,648	\$1,563,923	\$1,768,720	\$138,072
Rev. Over (Under) Exp.	(\$231,360)	\$0	\$671	\$0	\$0

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

(b) Other revenues include claim subrogation recoveries, insurance reimbursements, investment income, and Wisconsin Municipal Insurance Company (WMMIC) dividends (primary source of reduction).

(c) Fund balance applied in 2019-2020 to help offset impact of increased insurance and claims reserves costs, combined with decreased insurance dividends to phase increases to departments over several budgets.

Liability & Property Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increase 8.5% or \$92,000 to reflect increased liability insurance costs. When combined with Worker's Compensation Program costs, overall department insurance chargebacks were capped at 3.9%. Other revenue decreases by \$27,900 to reflect a decrease in investment and insurance dividend revenues. Fund balance of \$265,500 is applied to help offset impact of increased insurance and claims reserve costs combined with lower investment and insurance dividend revenues on department insurance charges.

Personnel costs decrease \$1,400 due to the unfunding of 0.05 FTE office services coordinator position. Operating expenses increase \$134,400 primarily due to increases in liability insurance and claims reserve costs based on adverse claims trends for law enforcement as a whole in the U.S, which impacts municipal insurance costs. Interdepartmental charges increase \$5,100 to reflect higher automobile physical damage claim costs based on higher valued vehicles.

Worker's Compensation

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	1.25	1.25	1.25	1.25	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,229,680	\$1,254,300	\$1,254,300	\$1,254,300	\$0
Other Revenue	\$24,830	\$63,600	\$55,566	\$68,260	\$4,660
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$1,254,510	\$1,317,900	\$1,309,866	\$1,322,560	\$4,660
Personnel Costs	\$133,417	\$135,716	\$136,991	\$139,199	\$3,483
Operating Expenses	\$1,165,723	\$1,181,144	\$1,171,795	\$1,182,321	\$1,177
Interdept. Charges	\$930	\$1,040	\$1,040	\$1,040	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,300,070	\$1,317,900	\$1,309,826	\$1,322,560	\$4,660
Rev. Over (Under) Exp.	(\$45,560)	\$0	\$40	\$0	\$0

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

Program Highlights

Interdepartmental revenues are generated from department insurance charges, which remain flat as program operating expenses stabilize. Other revenues related to investment income increase \$4,700 based on historical trend estimates.

Personnel costs increase \$3,500 for cost to continue existing staff. Operating expenses increase \$1,200 to reflect estimated insurance costs.

Activity – Risk Management Fund Overall**Risk Management Fund Overall**

<u>Output Indicators:</u>	2015	2016	2017	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Safety Inspections/Surveys	40	36	35	22	30
Safety Meetings	44	49	44	65	55
Training In-services	24	26	25	19	20
Articles	5	2	1	2	3
Contracts & Ins Certificates Reviewed	630	691	697	785	700
	2015	2016	2017	2018	2019
<u>Efficiency Indicators:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Total Purchased Insurance Premium	\$700,264	\$759,911	\$773,292	\$867,329	\$951,937
Cost of Insurance Per \$1,000 of County Expenditures*	\$2.97	\$3.15	\$3.08	\$3.24	\$3.56
Total Risk Management Expenditures	\$2,696,027	\$2,759,159	\$2,731,253	\$2,805,573	\$2,948,548
Cost of Risk Per \$1,000 of County Expenditures*	\$11.45	\$11.44	\$10.89	\$10.47	\$11.02
County Expenditures excluding Capital Projects and Debt Service*	\$235,429,850	\$241,124,464	\$250,811,468	\$267,960,645	\$267,472,916

* Excludes capital projects and debt service

Activity – Liability & Property Insurance Program

<u>Output Indicators:</u>	2015	2016	2017	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of General/Auto Liability Claims	38	44	37	47	42
Paid & Reserve	\$331,202	\$122,201	\$100,743	\$246,082	N/A
Average Cost Per Claim	\$8,716	\$2,777	\$2,723	\$5,236	N/A
# of Property/Auto Physical Claims	54	64	78	58	63
Paid & Reserve Net of Subrogation	\$198,206	\$209,286	\$316,031	\$196,217	N/A
Average Cost Per Claim	\$3,670	\$3,270	\$4,052	\$3,383	N/A
Subrogation Collections	\$17,609	\$60,920	\$15,552	\$13,901	N/A

Activity – Workers' Compensation Program

<u>Output Indicators:</u>	2015	2016	2017	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of Worker's Compensation Claims	99	91	101	106	99
Paid & Reserve Net of Subrogation	\$1,106,100	\$1,228,241	\$780,423	\$406,381	N/A
Average Cost Per Claim	\$11,173	\$13,497	\$7,727	\$3,834	N/A

Notes:

- Accident year claims data valued as of 01/01/19.
- NA=estimates not available due to need for actuarial analysis.

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; and (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	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	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	\$226,572	\$243,747	\$230,730	\$245,730	\$1,983	0.8%
Interdepartmental	\$491,782	\$506,300	\$485,000	\$489,846	(\$16,454)	-3.2%
Other Revenue	\$154,327	\$188,436	\$194,086	\$214,454	\$26,018	13.8%
Appr. Fund Balance (a)	\$50,000	\$150,000	\$150,000	\$50,000	(\$100,000)	-66.7%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$922,681	\$1,088,483	\$1,059,816	\$1,000,030	(\$88,453)	-8.1%
Expenditures						
Personnel Costs	\$667,432	\$682,786	\$661,851	\$686,839	\$4,053	0.6%
Operating Expenses (a)	\$63,873	\$195,170	\$178,717	\$97,901	(\$97,269)	-49.8%
Interdept. Charges	\$197,468	\$210,527	\$210,527	\$215,290	\$4,763	2.3%
Fixed Assets (b)	\$13,792	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$928,773	\$1,088,483	\$1,051,095	\$1,000,030	(\$88,453)	-8.1%
Rev. Over (Under) Exp.	(\$6,092)	\$0	\$8,721	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	6.90	6.90	6.90	6.80	(0.10)
Extra Help	2.20	1.40	1.40	1.20	(0.20)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	9.10	8.30	8.30	8.00	(0.30)

(a) Fund balance appropriation	2018	2019 Budget	2019 Est.	2020 Budget
Depreciation expense	\$2,057	\$2,057	\$2,057	\$4,012
To maintain Collections internal cost to departments	\$47,943	\$37,943	\$37,943	\$45,988
To upgrade and convert collection business software	\$0	\$110,000	\$110,000	\$0
Total Fund Balance Appropriation:	\$50,000	\$150,000	\$150,000	\$50,000

(b) Total expenditures and net operating income include fixed assets to conform to financial accounting standards. Fixed asset purchases in the department operating request will be funded by operating revenues and collections fund balance.

Program Highlights

Charges for service revenue increases \$2,000 reflecting slight growth in municipal collections. Interdepartmental revenues decrease \$16,500 recognizing historical trends. Other revenues increase \$26,000 based on anticipated increased collection volume and the fee revenue associated with those collections. Collections appropriated fund balance decreases by \$100,000 due to the removal of \$110,000 in one-time database conversion and the collection system upgrade costs budgeted in the 2019 budget but not included in 2020.

Personnel costs increase by \$4,100 mainly to reflect the cost to continue of 8.00 FTE and the reclassification of a senior collections specialist to a collections supervisor resulting in an additional \$4,300 personnel expense. This is partially offset by the reduction of 0.10 FTE business and collections services manager allocated to this fund resulting in \$16,100 personnel decrease and a 0.20 FTE decrease in temporary extra help. Operating costs decrease by \$97,300 due to the removal of a one-time expense of \$100,000 for software and \$31,700 in third party temp extra help related to a computer system conversion. This decrease is partially offset by \$25,300 increase in computer software licensing fees and an additional \$7,000 for credit card fees. Interdepartmental charges increase \$4,800 reflecting a \$2,000 increase in postage and \$1,800 increase in End User Technology costs.

Activity

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	\$1,516,083	\$1,756,900	1,535,310	\$1,535,010	(\$221,890)
\$ Coll. & Shared with State	\$1,051,483	\$930,000	\$904,365	\$904,365	(\$25,635)
<u>\$ Coll. for Municipal Customers</u>	<u>\$1,073,996</u>	<u>\$989,400</u>	<u>\$1,163,321</u>	<u>\$1,281,179</u>	<u>\$291,779</u>
Total \$ Collected	\$3,641,562	\$3,676,300	\$3,602,996	\$3,720,554	\$44,254
Total \$ Retained by County	\$2,297,516	\$2,390,000	\$3,126,951	\$3,141,651	\$751,651
Accts Referred to Collection Div.	25,204	22,000	22,000	22,000	-
\$ Referred to Collection Division	\$13,467,045	\$13,000,000	\$13,000,000	\$13,000,000	\$0
# of External Intergovernmental Customers	72	69	73	73	4

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellence

Objective 1: Line of Business Application Replacement

Transition the current UNIX based Collection System to an operating system that is in wider industry use to reduce risk of operational interruptions with the current system that has been significantly customized over the years. The new system is expected to reduce operating costs, improve performance and enhance security and efficiency objectives. Project is expected to begin in 2019 and to be completed by mid-year 2020.

Performance Measures:

1. Positive return on investment over 5-year period.

Performance Measures:	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Est.	2020 Target
Ratio Collections to Expense (a) (Debt Collected/Collection Expense)	4.15	4.18	4.37	4.18	3.88	3.79	3.70
Waukesha County Recovery % (b)	28.40%	28.60%	28.40%	27.80%	27.7%	25%	25%
Waukesha County Average Liquidation % (c)	28.89%	31.23%	26.96%	22.17%	26.4%	25%	25%
Overall Recovery for Government Market as reported by ACA (d)	17.3%						

- (a) Calculated as dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
- (b) Overall recovery percentage is impacted by referrals from Health and Human Services (HHS) which are more difficult to collect given the nature of the debt, the financial status of the individuals, and the state's ability to pay provisions to the individuals. Method of calculation is total collections since inception divided by total referrals since inception.
- (c) Liquidation percentage is calculated as annual gross collections divided by new business placed (i.e., referrals) in the same 12-month period.
- (d) Source- 2017 Association of Credit Collection Professionals (ACA) Agency Benchmarking Survey.

American Job

Center Fund

Administration

Special Revenue Fund

Fund Purpose

The purpose of the American Job Center Fund is to advance the economic well-being of the region by developing and maintaining a quality workforce and by serving as the focal point for local and regional workforce development initiatives. This is to be achieved through the co-location and integration of employment, training, education and economic development services for job seekers, workers and employers.

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$62,250	\$62,250	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$305,071	\$305,071	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$2,500	\$2,500	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$50,000	\$50,000	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$0	\$0	\$0	\$419,821	\$419,821	N/A
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$137,806	\$137,806	N/A
Operating Expenses	\$0	\$0	\$0	\$232,015	\$232,015	N/A
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$50,000	\$50,000	N/A
Total Expenditures	\$0	\$0	\$0	\$419,821	\$419,821	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.00	0.00	0.00	1.00	1.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	0.00	0.00	0.00	1.00	1.00

Program Highlights

The American Job Center Fund is a new special revenue fund for the 2020 budget. The American Job Center Fund was originally an agency fund, however it is being budgeted as a special revenue fund to provide greater transparency and oversight.

General government revenues are comprised of a \$50,000 contribution from WCTC and \$12,250 from the Workforce Innovation Opportunity Act (WIOA) to provide one-stop-operator function and equal opportunity and civil rights compliance. Charges for services include \$275,100 in revenue associated with office space rental from service providers and \$30,000 in funds generated from job fairs. Other revenue is commission from a vending services contract. American Job Center fund balance totaling \$50,000 is budgeted to provide for the one-time purchase of office furniture due to Waukesha County Center moving from the current Pewaukee location to the city of Waukesha and anticipated set up costs associated with that move.

American Job

Center Fund

Administration

Objective/Program

Personnel costs include the cost to continue 1.00 FTE workforce development coordinator previously budgeted in the Department of Administration-Business Services.

Operating expenses include \$152,800 in third party temp extra help for front desk support at the three workforce development sites and \$42,800 for a contract for information technology support.

Fixed assets include the purchase of office furniture for the new city of Waukesha American Job Center location.

Customer Service Pillar: High customer satisfaction

Objective 1: American Job Center Satisfaction

The American Job Center system serves employers and citizens by providing employment, training, education and economic development services through virtual means and at physical locations. Organizations and customers who interact with the American Job Center system express a 90% satisfaction rating with the services provided.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Customer Satisfaction Survey results from clients receiving services	95%	90%	93%	90%

Objective 2: Transition of Waukesha County American Job Center

Smooth transition of services performed at the Waukesha County Technical College Pewaukee Campus to the Waukesha County Technical College Waukesha Campus.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Jobseeker Utilization at Location	18,193	16,000	16,000	16,000
Number of Employers that utilize the American Job Center Service (physically or virtually) annually	1,402	1,200	1,200	1,200
Number of Partners providing services to jobseekers	9	9	9	9

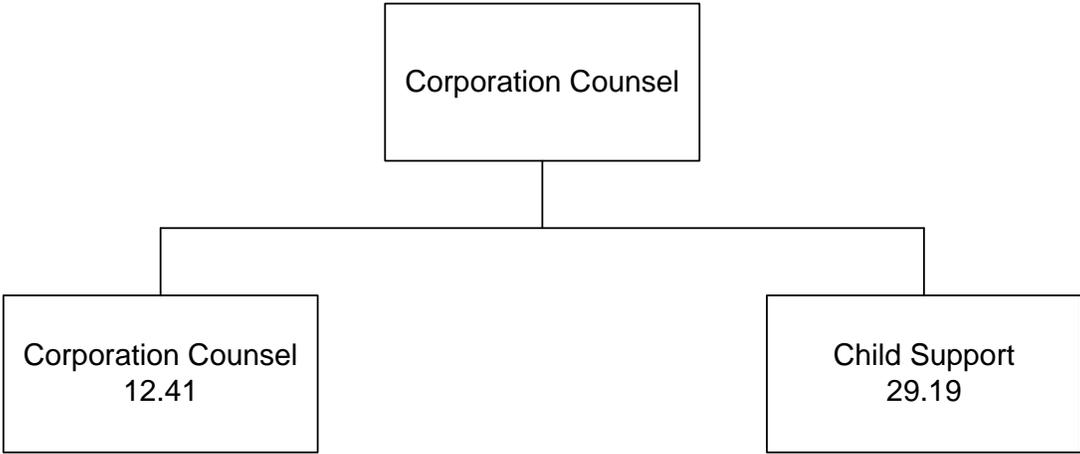
Activity	2018 Actual	2019 Budget	2019 Estimate	All Budget	Budget Change
AJC Visits Pewaukee Campus	18,193	16,000	16,000	16,000	-
AJC Visits West Bend	12,946	13,000	13,000	13,000	-
AJC Visits Mequon	<u>1,567</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	-
Total Visits	32,706	30,500	30,500	30,500	-

American Job Center (AJA) customer counts are tracked at the front reception areas of the American Job Centers in Pewaukee, West Bend and Mequon. Sign-in survey monkey kiosks, visitor logs, and event reports are used to obtain numbers. The numbers reflect visits not individuals. The decline of traffic reflects a strong job market, low unemployment, contraction of onsite partners within centers, and the increasing availability of web based methods of services.

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.60 TOTAL FTE'S

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

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.

Corporation Counsel – General Fund Summary

Financial Summary	2018 Actual	2019		2020 Budget	Change From 2019 Adopted Budget	
		Adopted Budget	2019 Estimate		\$	%
Corporation Counsel						
Revenues	\$526,902	\$547,102	\$542,328	\$579,396	\$32,294	5.9%
County Tax Levy	\$862,517	\$864,151	\$864,151	\$894,512	\$30,361	3.5%
Expenditures	\$1,310,855	\$1,411,253	\$1,361,948	\$1,473,908	\$62,655	4.4%
Rev. Over (Under) Exp.	\$78,564	\$0	\$44,531	\$0	\$0	N/A
Child Support						
Revenues (a)	\$2,196,339	\$2,260,651	\$2,220,556	\$2,377,487	\$116,836	5.2%
County Tax Levy	\$376,730	\$381,096	\$381,096	\$385,735	\$4,639	1.2%
Expenditures	\$2,495,630	\$2,641,747	\$2,582,198	\$2,763,222	\$121,475	4.6%
Rev. Over (Under) Exp.	\$77,439	\$0	\$19,454	\$0	\$0	N/A
Total All Funds						
Revenues	\$2,723,241	\$2,807,753	\$2,762,884	\$2,956,883	\$149,130	5.3%
County Tax Levy	\$1,239,247	\$1,245,247	\$1,245,247	\$1,280,247	\$35,000	2.8%
Expenditures	\$3,806,485	\$4,053,000	\$3,944,146	\$4,237,130	\$184,130	4.5%
Rev. Over (Under) Exp.	\$156,003	\$0	\$63,985	\$0	\$0	N/A
Position Summary (Combined FTE)						
Regular Positions	40.00	41.00	41.00	41.00	0.00	
Extra Help	1.56	0.75	0.75	0.55	(0.20)	
Overtime	0.09	0.08	0.08	0.05	(0.03)	
Total	41.65	41.83	41.83	41.60	(0.23)	

(a) Child Support revenues include State General Purpose Revenue (GPR) of \$233,402 in 2018 actual, \$236,000 in 2019 adopted budget, and \$244,642 in 2020 budget, which is eligible to be matched pursuant to the state and county contract.

Fund Purpose

The General Fund operation of the Corporation Counsel is to provide legal advice, counsel, and support to all county departments and elected officials.

Financial Summary	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	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	\$9	\$200	\$20	\$200	\$0	0.0%
Interdepartmental	\$525,819	\$546,902	\$542,302	\$579,196	\$32,294	5.9%
Other Revenue	\$311	\$0	\$6	\$0	\$0	N/A
Appr. Fund Balance	\$763	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$862,517	\$864,151	\$864,151	\$894,512	\$30,361	3.5%
Total Revenue Sources	\$1,389,419	\$1,411,253	\$1,406,479	\$1,473,908	\$62,655	4.4%
Expenditures						
Personnel Costs	\$1,177,628	\$1,245,690	\$1,214,674	\$1,321,924	\$76,234	6.1%
Operating Expenses	\$52,968	\$82,258	\$66,369	\$69,143	(\$13,115)	-15.9%
Interdept. Charges	\$80,259	\$83,305	\$80,905	\$82,841	(\$464)	-0.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,310,855	\$1,411,253	\$1,361,948	\$1,473,908	\$62,655	4.4%
Rev. Over (Under) Exp.	\$78,564	\$0	\$44,531	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	11.75	11.85	11.85	11.85	0.00
Extra Help	0.87	0.75	0.75	0.55	(0.20)
Overtime	0.04	0.04	0.04	0.01	(0.03)
Total FTEs	12.66	12.64	12.64	12.41	(0.23)

Program Highlights

Total revenue in the Corporation Counsel office increases by \$62,700 or 4.4% to \$1,473,900 in the 2020 budget. Based on prior year trends, new juvenile court directives, and future anticipated requests for services, the interdepartmental revenue for legal services provided to HHS increases \$36,300, offset by \$4,000 reduction of legal fees for collection services. County tax levy increases by \$30,400 or 3.5% to \$894,500 in 2020.

Personnel costs increase by \$76,200 or 6.1% to \$1,321,900 for 12.41 FTEs. In addition to cost to continue, health insurance costs increase \$35,000 due to changes in employee benefit selections and insurance rate increases. These costs are offset by a 0.20 FTE reduction of \$5,000 in temporary extra help costs from the elimination of legal clerk hours and a 0.03 FTE or \$1,700 decrease in budgeted overtime.

Operating expenses decrease by \$13,100 or 15.9% to \$69,100. The Division reduces \$6,300 in attorney training, travel and law library expenses, \$5,100 in outside legal service expenses, and \$3,500 in various office/operational expenses. These reductions are offset by an increase of \$1,600 in data processing software repair/maintenance charges associated with a new legal software system.

Interdepartmental charges decrease by \$500 or 0.6% to \$82,800, mainly due to a reduction of \$2,100 in copier replacement charges offset by a \$1,600 increase in end user technology charges.

Major Departmental Strategic Plan Objectives

Quality Pillar: High Standards of Service Excellence

Objective 1: Timely and Effective Legal Services

To provide quality and timely review of contracts, ordinances, and resolutions for Waukesha County departments. To represent the County successfully in civil litigation prosecution and defense. To issue validated opinions concerning interpretation of the rights, duties, and powers of the municipal corporation, its departments and officials.

Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2018 Actual	2018 Target	2019 Estimate	2020 Target
Percent of contracts reviewed and returned within 72 hours (Dept. standard is 4 business days)	95%	>90%	>90%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration or litigation	99%	>98%	>98%	>98%

The number of claims and lawsuits monitored and contracts, resolutions, and ordinances reviewed.

Activity - Workload Data	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Total Number of Cases Filed					
Claims Received	34	55	52	45	52
Lawsuits Monitored	17	25	16	25	20
Contracts Reviewed	264	285	300	310	300
Resolutions/Ordinances Reviewed	96	113	110	125	115

Health & Safety Pillar: Ensure Well Being of Residents

Objective 2: Vulnerable Residents Receive High-Quality Support and Services

To provide support for children, to establish care for the mentally ill and elderly infirm, and to provide stability for families in need through the court system. To 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).

Number of cases filed for the case types outlined in the strategic objective.

Activity - Workload Data	2017 Actual	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,186	1,130	1,200	1,100	1,100	(100)
Guardianships/Protective Placements:						
- Adults	493	522	525	510	525	0
- Juveniles	40	51	50	40	50	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection Services (CHIPS) & Truancy cases	566	582	600	607	610	10
- Termination of Parental Rights (TPR)	17	11	20	20	20	0

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