

General Administration

TABLE OF CONTENTS

GENERAL ADMINISTRATION

General Administration Functional Area Summary	361
County Executive	
Fund: General	365
County Board	
Fund: General	371
County Clerk	
Fund: General	379
County Treasurer	
Fund: General	387
Department of Administration ALL FUNDS.....	395
Fund: General	399
Fund: End User Technology.....	415
Fund: Risk Management	421
Fund: Collections	425
Fund: American Job Center... ..	427
Corporation Counsel ALL FUNDS.....	429
Fund: General	431

GENERAL ADMINISTRATION

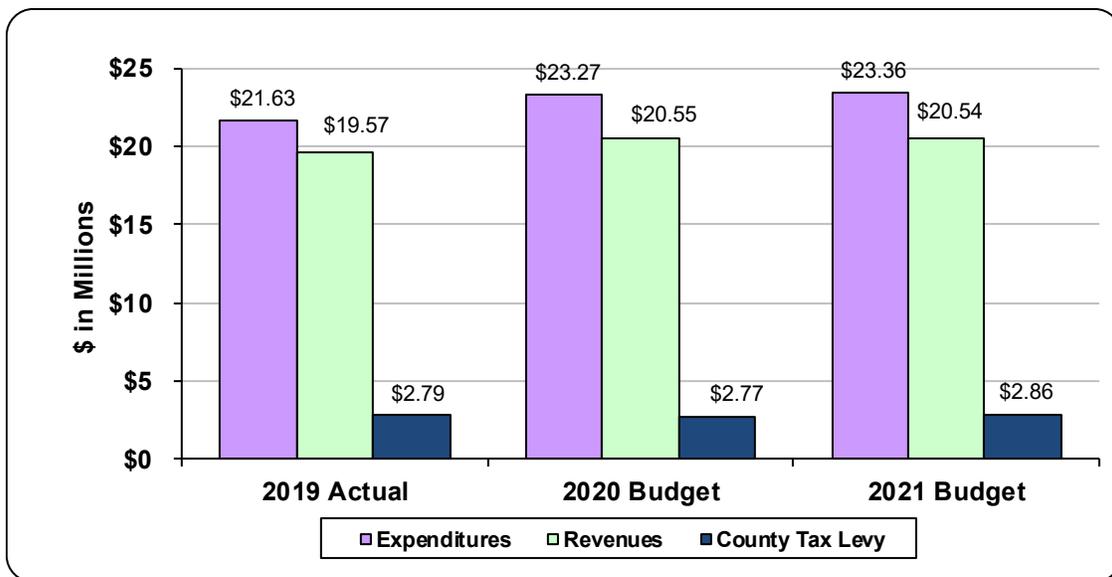
Functional Area Budget Highlights

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 2021 expenditures budget for this functional area totals \$23,362,900, after excluding internal service fund capitalization fixed asset expenses. This represents an increase of about \$92,400 or 0.4% from the 2020 Adopted Budget. Budgeted revenues in 2021 include \$1,788,600 of fund balance appropriations and total \$20,540,900, a decrease of \$8,100 from the 2020 Adopted Budget. The tax levy necessary to fund this functional area totals \$2,856,700, an increase of \$82,800 or 3.0% from the 2020 Adopted Budget.

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

	2020				Change from 2020	
	2019 Actual	Adopted Budget	2020 Estimate	2021 Budget	Adopted Budget \$	%
* TOTAL GENERAL ADMINISTRATION *						
Revenues (a)	\$19,566,748	\$20,549,016	\$19,623,383	\$20,540,918	(\$8,098)	0.0%
County Tax Levy (c)	\$2,785,460	\$2,773,821	\$2,773,821	\$2,856,662	\$82,841	3.0%
Expenditure (b)	\$21,628,266	\$23,270,556	\$22,826,439	\$23,362,925	\$92,369	0.4%
Rev. Over (Under) Exp.	\$481,709	\$0	(\$698,045)	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$242,233	\$52,281	\$268,810	\$34,655	(\$17,626)	-33.7%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	\$0	\$0	\$32,970	\$0	\$0	N/A
County Tax Levy	\$578,865	\$601,865	\$601,865	\$621,865	\$20,000	3.3%
Expenditure	\$549,748	\$601,865	\$558,369	\$621,865	\$20,000	3.3%
Rev. Over (Under) Exp.	\$29,117	\$0	\$76,466	\$0	\$0	N/A
COUNTY BOARD						
Revenues (a)	\$24,819	\$0	\$107,498	\$0	\$0	N/A
County Tax Levy	\$1,063,080	\$1,063,080	\$1,063,080	\$1,040,000	(\$23,080)	-2.2%
Expenditure	\$898,597	\$1,063,080	\$1,023,800	\$1,040,000	(\$23,080)	-2.2%
Rev. Over (Under) Exp.	\$189,302	\$0	\$146,778	\$0	\$0	N/A
COUNTY CLERK						
Revenues (a)	\$261,230	\$364,045	\$318,181	\$260,700	(\$103,345)	-28.4%
County Tax Levy	\$323,810	\$333,810	\$333,810	\$343,810	\$10,000	3.0%
Expenditure	\$541,598	\$697,855	\$697,123	\$604,510	(\$93,345)	-13.4%
Rev. Over (Under) Exp.	\$43,442	\$0	(\$45,132)	\$0	\$0	N/A
COUNTY TREASURER						
Revenues (a)	\$5,447,183	\$5,776,446	\$4,660,875	\$5,780,446	\$4,000	0.1%
County Tax Levy (c)	(\$4,899,850)	(\$5,049,850)	(\$5,049,850)	(\$5,029,850)	\$20,000	N/A
Expenditure	\$648,515	\$726,596	\$725,748	\$750,596	\$24,000	3.3%
Rev. Over (Under) Exp.	(\$101,182)	\$0	(\$1,114,723)	\$0	\$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	\$13,308,331	\$13,829,129	\$13,898,226	\$13,910,704	\$81,575	0.6%
County Tax Levy	\$4,855,404	\$4,930,404	\$4,930,404	\$5,000,404	\$70,000	1.4%
Expenditure (b)	\$17,690,126	\$18,707,252	\$18,404,626	\$18,876,453	\$169,201	0.9%
Rev. Over (Under) Exp.	\$231,376	\$0	\$155,194	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$242,233	\$52,281	\$268,810	\$34,655	(\$17,626)	-33.7%
CORPORATION COUNSEL						
Revenues (a)	\$525,185	\$579,396	\$605,633	\$589,068	\$9,672	1.7%
County Tax Levy	\$864,151	\$894,512	\$894,512	\$880,433	(\$14,079)	-1.6%
Expenditure	\$1,299,682	\$1,473,908	\$1,416,773	\$1,469,501	(\$4,407)	-0.3%
Rev. Over (Under) Exp.	\$89,654	\$0	\$83,372	\$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	2019	2020 Budget	2020 Estimate	2021 Budget
County Executive	Purchase orders and carryovers from prior years	\$0	\$0	\$0	\$0
County Board	Purchase orders and carryovers from prior years	\$24,819	\$0	\$106,331	\$0
County Clerk	Election costs and purchase order from prior year	\$0	\$100,000	\$100,375	\$0
County Treasurer	Offset revenue decreases	\$210,000	\$160,000	\$160,000	\$660,000
Dept of Administration	Office furniture, depreciation, liability insurance	\$1,310,770	\$1,172,167	\$1,438,163	\$1,128,608
Corporation Counsel	Purchase orders and carryovers from prior years	\$0	\$0	\$18,536	\$0
TOTAL FUND BALANCE APPROPRIATION		\$1,545,589	\$1,432,167	\$1,823,405	\$1,788,608

(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 2021 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$1,033,997. The 2020 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$641,100.

(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 2021 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 2021 budgeted tax levy credit declines by \$20,000 to \$5,029,900 mainly to cover the cost to continue operations. Due the Federal Reserve significantly reducing interest rates, investment income is budgeted to decrease \$500,000 to \$2,897,700 and this temporary revenue reduction is covered with \$500,000 of General Fund balance in 2021.
- The **County Clerk's Office** expenditure budget decreases by \$93,300, mainly due to fewer elections anticipated in 2021, as in most odd-numbered years.
- The **County Board's** expenditures decrease \$23,100 or 2.2% to \$1.04 million. Personnel costs decrease \$21,000 primarily due to staff turnover. Operating expenses decrease \$16,800 based on reductions in historically underspent accounts. This is offset by a \$14,700 increase in interdepartmental charges for the Parks & Land Use - Land Information Systems division for redistricting based on the results of the 2020 census.
- The **Department of Administration (DOA) General Fund** operational expenditures increase \$20,600 overall. The major personnel change is the unfunding of a 0.50 FTE administrative specialist and the abolishment of a 0.10 FTE centralized records supervisor (remaining 0.90 FTE in EUTF, below). Tax levy increases \$70,000. Interdepartmental revenues decrease \$77,700 due to a reduction in departmental services contracts which results in less indirect cost recovery revenue. General government revenues increase \$22,000 which reflects an increase in the indirect charge allocation from revenues received from federal or state sources.
- **DOA End User Technology Fund (EUTF)** budgeted an expenditure increase of \$103,500 in the 2021 budget. Personnel costs increases \$39,200. This includes creating 1.00 FTE principal information technology professional, abolishing 0.90 FTE centralized records supervisor, and unfunding 0.50 FTE information technology technician. Operating expenses increase \$60,500 mostly due to an increase in computer software licensing costs. Revenue increases of \$85,900 which includes interdepartmental revenues increasing \$119,400, reflecting a 2.50% increase in rates charged to departments. Charges for services decreases \$18,200 which is due to a lower number of title companies utilizing county office space and associated IT resources and lower pass-through municipal charges related to public safety mobile connectivity software costs. Fund balance also decreases \$11,000 to \$757,700.
- The **DOA – Risk Management Fund** budget expenditures increase 2.6% or \$80,300 to \$3.17 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 \$79,800 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 \$3,100, mostly due to EUTF interdepartmental charges decreasing \$32,100 due to a transition in the collection system to a hosted, web based system. This is mostly offset by an increase of \$25,800 in personnel costs for cost to continue and \$5,000 in operating expenses.
- The **DOA – American Job Center Fund** budget expenditures decrease \$32,200 to \$387,600. This is mostly due to decreasing fixed assets by \$50,000 from the 2020 Adopted Budget due to the one-time purchase of office furniture. General government revenue increases \$27,800 which is due to a \$77,800 increase in the Regional Workforce Alliance revenue due to expanding their services from three to seven counties and partially offset by a \$50,000 contribution decrease from WCTC. Charges for service revenue decreases by \$48,500 mostly due to the removal in fees generated from in-person job fairs.
- The **Corporation Counsel – General Legal Services** budget expenditures decreases \$4,400, primarily for personal cost to continue for 12.41 FTE. A 1.00 FTE senior attorney was transferred out to Child Support and a lower cost 1.00 FTE attorney position was transferred into this program. Operating expenses increase by \$36,800 or 53.2% to \$105,900, driven principally by increased legal costs for union collective bargaining of \$10,500, arbitration of \$15,200 and other external paralegal/legal services of \$5,400.

**BUDGETED POSITIONS 2019-2021
SUMMARY BY AGENCY AND FUND**

GENERAL ADMINISTRATION

Agency	Fund	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	20-21 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	5.00	4.50	4.50	4.50	0.00
COUNTY CLERK	General	4.00	5.00	5.00	5.00	0.00
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	56.70	54.55	54.55	53.95	(0.60)
	End User Technology	27.95	28.95	28.95	28.55	(0.40)
	Risk Management	2.95	2.90	2.90	2.90	0.00
	American Job Center	-	1.00	1.00	1.00	0.00
	Collections	6.90	6.80	6.80	6.80	0.00
	Subtotal Dept. of Admin.	94.50	94.20	94.20	93.20	(1.00)
CORPORATION COUNSEL	General	11.85	11.85	11.85	11.85	0.00
TOTAL REGULAR POSITIONS		125.00	125.20	125.20	124.20	(1.00)
TOTAL EXTRA HELP		8.99	6.60	6.60	5.54	(1.06)
TOTAL OVERTIME		0.11	0.03	0.03	0.03	(0.00)
TOTAL BUDGETED POSITIONS		134.10	131.83	131.83	129.77	(2.06)

2021 BUDGET ACTIONS

County Clerk

Reduce: 0.40 FTE Extra Help

Department of Administration - General

Decrease: 0.75 FTE Administrative Assistant
 Increase: 0.75 FTE Administrative Specialist
 Reclassify: 1.00 FTE Administrative Assistant to Administrative Specialist
 Unfund: 0.50 FTE Administrative Specialist
 Unfund: 0.10 FTE Centralized Records Supervisor
 Reduce: 0.38 FTE Extra Help

Department of Administration - End User Technology Fund

Abolish: 0.90 FTE Centralized Records Supervisor
 Create: 1.00 FTE Principal Information Technology Professional
 Unfund: 0.50 FTE Information Technology Technician
 Reduce: 0.28 FTE Extra Help

Department of Administration - Collections Fund

Decrease: 0.25 FTE Administrative Assistant
 Increase: 0.25 FTE Administrative Specialist

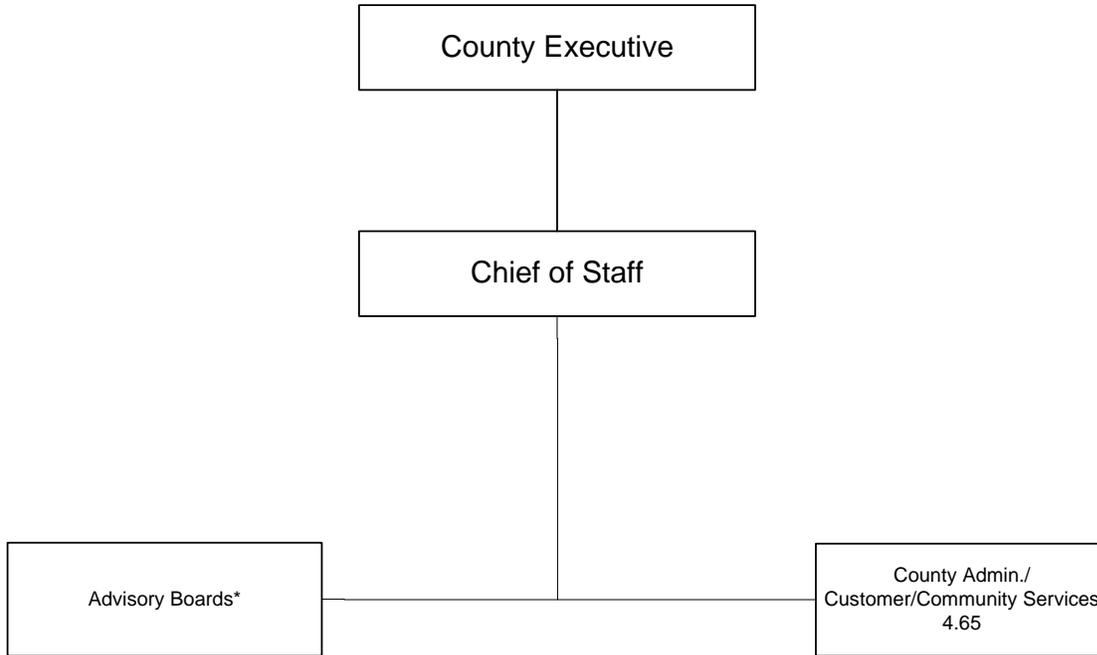
2020 CURRENT YEAR ACTIONS

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	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$32,970	\$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	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$578,865	\$601,865	\$601,865	\$621,865	\$20,000	3.3%
Total Revenue Sources	\$578,865	\$601,865	\$634,835	\$621,865	\$20,000	3.3%
Expenditures						
Personnel Costs	\$504,489	\$542,639	\$519,946	\$564,739	\$22,100	4.1%
Operating Expenses	\$22,608	\$35,848	\$15,230	\$33,287	(\$2,561)	-7.1%
Interdept. Charges	\$22,651	\$23,378	\$23,193	\$23,839	\$461	2.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$549,748	\$601,865	\$558,369	\$621,865	\$20,000	3.3%
Rev. Over (Under) Exp.	\$29,117	\$0	\$76,466	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	4.65	4.65	4.65	4.65	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.65	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:	2019 Actual	2020 Estimate	2021 Target
Countywide Customer Satisfaction Rating	4.7	4.6	4.7
County Executive’s Office Customer Satisfaction Rating	5.0	4.9	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:	2019 Actual	2020 Actual	2021 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	2018 Actual	2019 Actual	2020 Actual
\$ County Equalized Value (includes TID)	\$56.5 billion	\$59.5 billion	\$62.6 billion
\$ Amount of New Construction (a)	\$848.6 million	\$831.2 million	\$978.7 million
% of Change (b)	1.57%	1.47%	1.64%

(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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.65	4.65	4.65	4.65	0.00
General Government	\$0	\$0	\$32,970	\$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)	\$563,675	\$588,295	\$588,295	\$608,295	\$20,000
Total Revenues	\$563,675	\$588,295	\$621,265	\$608,295	\$20,000
Personnel Costs	\$498,059	\$535,739	\$519,246	\$557,839	\$22,100
Operating Expenses	\$17,486	\$29,178	\$14,930	\$26,617	(\$2,561)
Interdept. Charges	\$22,651	\$23,378	\$23,193	\$23,839	\$461
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$538,196	\$588,295	\$557,369	\$608,295	\$20,000
Rev. Over (Under) Exp.	\$25,479	\$0	\$63,896	\$0	\$0

Program Highlights

Personnel costs increase \$22,100 or 4.1% due to cost to continue for current staff and employee benefit selection changes. Operating expenses decrease nearly \$2,600 due to decreases in consulting services of \$2,000 and travel costs of \$1,000. Interdepartmental charges increase by approximately \$500 largely due to a 2.5% increase in EUTF charges.

Activity Data

	2019 Budget	2020 Budget	2020 Estimate	2021 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)	1,300	1,200	1,300	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.

	2019 Actual	2020 Budget	2020 Estimate (a)	2021 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)	\$15,190	\$13,570	\$13,570	\$13,570	\$0
Total Revenues	\$15,190	\$13,570	\$13,570	\$13,570	\$0
Personnel Costs (a)	\$6,430	\$6,900	\$700	\$6,900	\$0
Operating Expenses (a)	\$5,122	\$6,670	\$300	\$6,670	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$11,552	\$13,570	\$1,000	\$13,570	\$0
Rev. Over (Under) Exp.	\$3,638	\$0	\$12,570	\$0	\$0

(a) The 2020 estimate is significantly under the 2020 adopted budget due to less traveling and in-person meetings by boards and commissions due to the COVID-19 pandemic.

Program Highlights

Overall, expenditures for the advisory boards is budgeted to stay the same as the 2020 budget level.

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

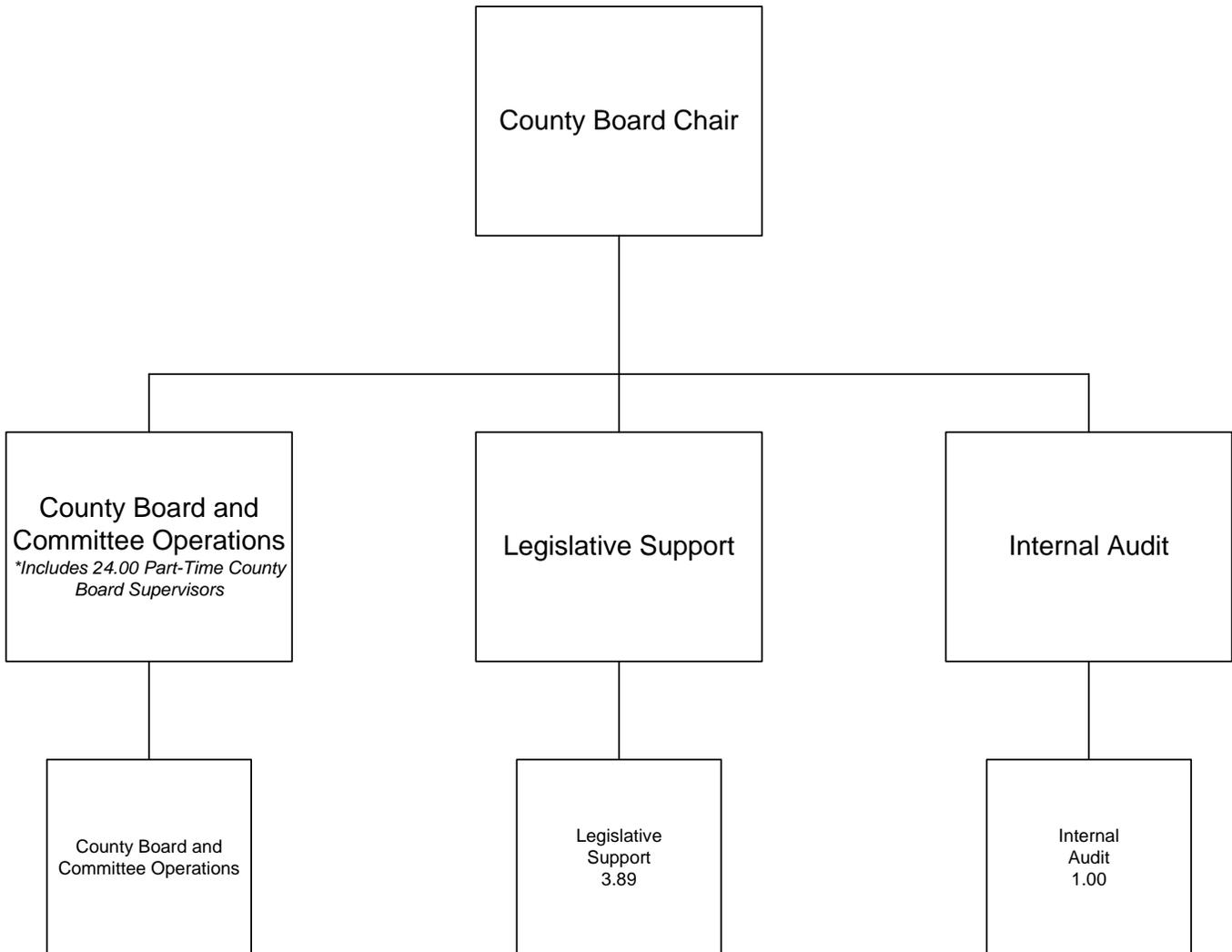
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department budget include: The Southeastern Wis. Regional Planning Commission appointees, The Housing Authority, Lake Management Districts, trustees to library boards, Traffic Safety Commission, 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	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$1,167	\$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)	\$24,819	\$0	\$106,331	\$0	\$0	N/A
County Tax Levy (Credit)	\$1,063,080	\$1,063,080	\$1,063,080	\$1,040,000	(\$23,080)	-2.2%
Total Revenue Sources	\$1,087,899	\$1,063,080	\$1,170,578	\$1,040,000	(\$23,080)	-2.2%
Expenditures						
Personnel Costs	\$777,945	\$820,634	\$802,642	\$799,714	(\$20,920)	-2.5%
Operating Expenses	\$91,710	\$211,988	\$191,900	\$195,160	(\$16,828)	-7.9%
Interdept. Charges	\$28,942	\$30,458	\$29,258	\$45,126	\$14,668	48.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$898,597	\$1,063,080	\$1,023,800	\$1,040,000	(\$23,080)	-2.2%
Rev. Over (Under) Exp.	\$189,302	\$0	\$146,778	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.00	4.50	4.50	4.50	0.00
Extra Help	0.00	0.39	0.39	0.39	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.00	4.89	4.89	4.89	0.00

(a) Fund balance appropriation	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Open purchase order for requisitioned funds for five-year systems maintenance	\$69	\$0	\$0	\$0
Open purchase order for 1099 Compliance audit	\$24,750	\$0	\$0	\$0
2019 audit contracts carried over into 2020	\$0	\$0	\$91,580	\$0
Purchase order for Waukesha Employee Health and Wellness Center Audit	\$0	\$0	\$12,500	\$0
Purchase order for County Board office reconfiguration	\$0	\$0	\$2,251	\$0
Total Fund Balance Appropriation:	\$24,819	\$0	\$106,331	\$0

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:	2018 Actual	2019 Actual	2020 Actual	2021 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	2018 Actual	2019 Actual	2020 Actual
\$ Amount of Net New Construction*	\$848.6 million	\$831.2 million	\$978.7 million
% of Change	1.57%	1.47%	1.64%

**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.*

Customer Service Pillar: High Customer Satisfaction

Objective 3: Customer Service: To establish consistent customer service across Waukesha County departments, achieve a 4.5 out of 5.0 annually for customer service satisfaction with respect to accessibility, accuracy, attitude, timeliness, and communication.

Activity-Workload Data	2018 Actual	2019 Actual	2020 Estimate	2021 Budget
County Board Customer Satisfaction Rating	4.00	4.96	4.90	4.50

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.00	3.89	3.89	3.89	0.00
General Government	\$0	\$0	\$1,167	\$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	\$2,251	\$0	\$0
County Tax Levy (Credit)	\$457,567	\$452,093	\$452,093	\$423,462	(\$28,631)
Total Revenues	\$457,567	\$452,093	\$455,511	\$423,462	(\$28,631)
Personnel Costs	\$364,440	\$396,393	\$378,494	\$370,616	(\$25,777)
Operating Expenses	\$9,102	\$27,142	\$20,900	\$23,420	(\$3,722)
Interdept. Charges	\$28,580	\$28,558	\$28,558	\$29,426	\$868
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$402,122	\$452,093	\$427,952	\$423,462	(\$28,631)
Rev. Over (Under) Exp.	\$55,445	\$0	\$27,559	\$0	\$0

Program Highlights

Personnel costs decrease \$25,800 due to savings resulting from staff turnover and health plan selections. Operating costs decrease \$3,700 consisting of reductions across various operating accounts that were historically unused.

Activity-Workload Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Committee agenda/minutes prepared	190	160	175	175	15

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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)	\$337,820	\$337,940	\$337,940	\$338,031	\$91
Total Revenues	\$337,820	\$337,940	\$337,940	\$338,031	\$91
Personnel Costs	\$258,423	\$261,840	\$263,568	\$263,136	\$1,296
Operating Expenses	\$51,035	\$74,200	\$61,000	\$59,195	(\$15,005)
Interdept. Charges	\$362	\$1,900	\$700	\$15,700	\$13,800
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$309,820	\$337,940	\$325,268	\$338,031	\$91
Rev. Over (Under) Exp.	\$28,000	\$0	\$12,672	\$0	\$0

Program Highlights

Personnel costs increase \$1,300 due to personnel cost to continue. Operating expenses decrease \$15,000 due to reductions of \$10,500 in purchased services, \$4,000 in staff development, and \$600 in historically unused operating accounts. Interdepartmental charges are budgeted to increase \$13,800 to \$15,000 for Parks & Land Use - Land Information System staff to assist with redistricting in 2021 and developing a new County Board District Map. This increase is offset by a \$1,200 reduction in postage.

Activity-Workload Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Ordinances/Resolutions considered	119	105	115	115	10

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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)	\$24,819	\$0	\$104,080	\$0	\$0
County Tax Levy (Credit)	\$267,693	\$273,047	\$273,047	\$278,507	\$5,460
Total Revenues	\$292,512	\$273,047	\$377,127	\$278,507	\$5,460
Personnel Costs	\$155,082	\$162,401	\$160,580	\$165,962	\$3,561
Operating Expenses (a)	\$31,573	\$110,646	\$110,000	\$112,545	\$1,899
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$186,655	\$273,047	\$270,580	\$278,507	\$5,460

Rev. Over (Under) Exp.	\$105,857	\$0	\$106,547	\$0	\$0
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(a) The 2019 actual Fund Balance totaling \$24,819 includes the following audits; 1099 Compliance audit of \$24,750, and five-year systems maintenance of \$69.

Program Highlights

Personnel costs increase \$3,600 due to cost to continue. Operating expenses increase \$1,900 mainly due to increased audit consulting services.

Anticipated 2021 audits include: Courthouse Tower Construction, Parks / Ice Arena Max Galaxy Cashiering, IT - PCI Compliance, Cashiering Controls and Health and Human Services (TBD)

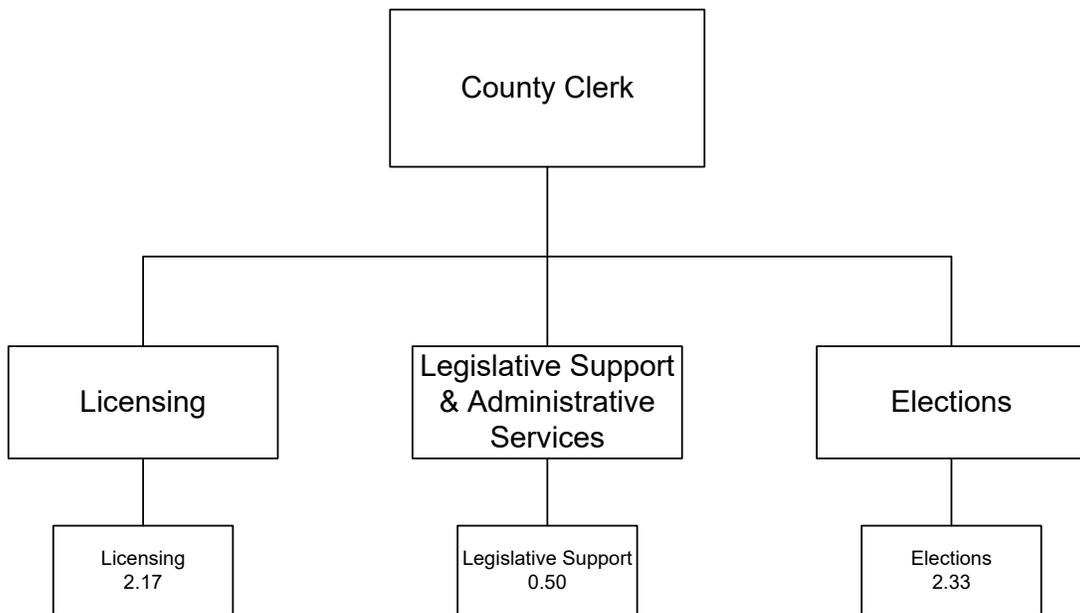
Activity-Workload Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Audits of department activities	3	6	4	5	(1)
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	2	2	2	2	0

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County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.00 TOTAL FTE'S

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

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	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$164,152	\$169,015	\$133,270	\$175,935	\$6,920	4.1%
Charges for Services	\$96,329	\$94,680	\$83,935	\$84,165	(\$10,515)	-11.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$749	\$350	\$601	\$600	\$250	71.4%
Appr. Fund Balance (a) (b)	\$0	\$100,000	\$100,375	\$0	(\$100,000)	-100.0%
County Tax Levy (Credit)	\$323,810	\$333,810	\$333,810	\$343,810	\$10,000	3.0%
Total Revenue Sources	\$585,040	\$697,855	\$651,991	\$604,510	(\$93,345)	-13.4%
Expenditures						
Personnel Costs	\$379,460	\$421,952	\$427,905	\$423,628	\$1,676	0.4%
Operating Expenses	\$121,638	\$234,517	\$227,832	\$138,298	(\$96,219)	-41.0%
Interdept. Charges	\$40,500	\$41,386	\$41,386	\$42,584	\$1,198	2.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$541,598	\$697,855	\$697,123	\$604,510	(\$93,345)	-13.4%
Rev. Over (Under) Exp.	\$43,442	\$0	(\$45,132)	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	4.00	5.00	5.00	5.00	0.00	
Extra Help	1.55	0.40	0.40	0.00	(0.40)	
Overtime	0.02	0.00	0.00	0.00	0.00	
Total FTEs	5.57	5.40	5.40	5.00	(0.40)	

- (a) The 2021 budget does not include any general fund balance appropriation due to the lower costs associated with the fewer number of elections.
- (b) The 2020 estimate exceeds the 2020 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2019 budget modifying the 2020 budget.

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 transitioned from four full time and four temporary part-time employees in January 2020 to the current staffing model of five full time employees and one temporary part-time employee. The result has been more consistent service to customers both inside and outside of the county building. Further, it has allowed the staff to be more engaged in county-wide initiatives and training. We anticipate that in 2021 we will expand our efforts in participating in the County's Continuous Improvement initiatives. Additionally, we will be working with the County Board office to find areas for cross training in order to find efficiencies in staffing and services.

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 added 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. We will look for ways to encourage more of our customers to take the survey while in our office. We have added customer feedback surveys to our onsite meetings with poll workers and municipal clerks. We plan on using the data to hone our services to our customers.

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 County 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 U.S. 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.80	2.17	2.17	2.17	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$164,152	\$169,015	\$133,270	\$175,935	\$6,920
Charges for Services	\$17,064	\$15,520	\$10,800	\$19,005	\$3,485
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$70	\$100	\$0	\$0	(\$100)
Appr. Fund Balance (b)	\$0	\$0	\$375	\$0	\$0
County Tax Levy (Credit) (a)	(\$5,122)	(\$11,749)	(\$11,749)	(\$4,816)	\$6,933
Total Revenues	\$176,164	\$172,886	\$132,696	\$190,124	\$17,238
Personnel Costs	\$131,630	\$141,880	\$142,219	\$149,602	\$7,722
Operating Expenses	\$13,798	\$13,280	\$14,033	\$22,235	\$8,955
Interdept. Charges	\$16,989	\$17,726	\$37,179	\$18,287	\$561
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$162,417	\$172,886	\$193,431	\$190,124	\$17,238
Rev. Over (Under) Exp.	\$13,747	\$0	(\$60,735)	\$0	\$0

- (a) The tax levy credit in this program area reduces the County Clerk’s overall tax levy need in the Elections program.
- (b) The 2020 estimate exceeds the 2020 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2019 budget modifying the 2020 budget.

Program Highlights

Fines and licenses include marriage licenses, marriage waiver fees, and passport application fee which are budgeted to increase \$6,900 overall. Passport application fees are budgeted to increase \$7,000 to \$52,300. This is related to a budgeted increase of 200 applications. Marriage licenses are budgeted to stay at the same level as 2020 with 1,900 licenses at \$123,700.

Personnel costs are budgeted to increase \$7,700 for the cost to continue of 2.17 FTE. Operating expenses increased by \$9,000 mostly due to office equipment and furniture of \$5,900 and print services of \$2,000.

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

	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Marriage Licenses	1,912	1,878	1,771	1,900	1,558	1,900	0
Marriage Licenses Fee	\$60	\$65	\$65	\$65	\$65	\$65	\$0
Domestic Partnerships	0	2	0	0	0	0	0
Passports Applications	1,582	1,080	1,289	1,200	840	1,400	200
Passport fee-County Portion	\$25	\$35	\$35	\$35	\$35	\$35	\$0
Passport Photos	1,249	841	1,049	960	667	1,050	90
Passport Photos Fee	\$9.99	\$9.99	\$11.99	\$11.99	\$11.99	\$14.29	\$2.30

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.47	2.73	2.73	2.33	(0.40)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services (a)	\$79,018	\$79,000	\$73,000	\$65,000	(\$14,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$0	\$100,000	\$100,000	\$0	(\$100,000)
County Tax Levy (Credit)	\$291,607	\$298,621	\$298,621	\$301,107	\$2,486
Total Revenues	\$370,625	\$477,621	\$471,621	\$366,107	(\$111,514)
Personnel Costs	\$217,836	\$238,551	\$243,964	\$230,580	(\$7,971)
Operating Expenses	\$107,044	\$218,237	\$212,499	\$114,163	(\$104,074)
Interdept. Charges	\$20,181	\$20,833	\$1,328	\$21,364	\$531
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$345,061	\$477,621	\$457,791	\$366,107	(\$111,514)
Rev. Over (Under) Exp.	\$25,564	\$0	\$13,830	\$0	\$0

(a) 2019 actual charges for services include 2018 revenue collected in 2019.

(b) The 2020 budget includes one-time General Fund balance appropriation of \$100,000 for higher costs associated with the higher number of elections in even years.

Program Highlights

Charges for services revenue is budgeted to decrease \$14,000 to \$65,000 for election services. Fund balance decreases \$100,000 due to fewer election program expenditures in 2021 related to fewer elections.

Personnel costs are budgeted to decrease \$8,000 due to the decrease of 0.40 FTE temporary extra help needed in the elections program during even numbered years. This is slightly offset by the cost to continue of 2.33 FTE. Operating expenses decrease \$104,100 mainly due to two fewer regular elections in 2021, which results in lower election costs.

Activity

	2017	2018	2019	2020	2021*
Number of Waukesha County Registered Voters as certified in January	282,262	241,537	267,113	260,311	285,000
Number of Regular Elections	2	4	2	4	2
Number of Special Elections	0	0	2	2	0
Total	2	4	4	6	2

* 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.30	0.50	0.50	0.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$247	\$160	\$135	\$160	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$679	\$250	\$601	\$600	\$350
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$37,325	\$46,938	\$46,938	\$47,519	\$581
Total Revenues	\$38,251	\$47,348	\$47,674	\$48,279	\$931
Personnel Costs	\$29,994	\$41,521	\$41,722	\$43,446	\$1,925
Operating Expenses	\$796	\$3,000	\$1,300	\$1,900	(\$1,100)
Interdept. Charges	\$3,330	\$2,827	\$2,879	\$2,933	\$106
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$34,120	\$47,348	\$45,901	\$48,279	\$931
Rev. Over (Under) Exp.	\$4,131	\$0	\$1,773	\$0	\$0

Program Highlights

Other revenue from the hardcopy sales of the Directory of Public Officials is estimated to increase \$350 in 2021.

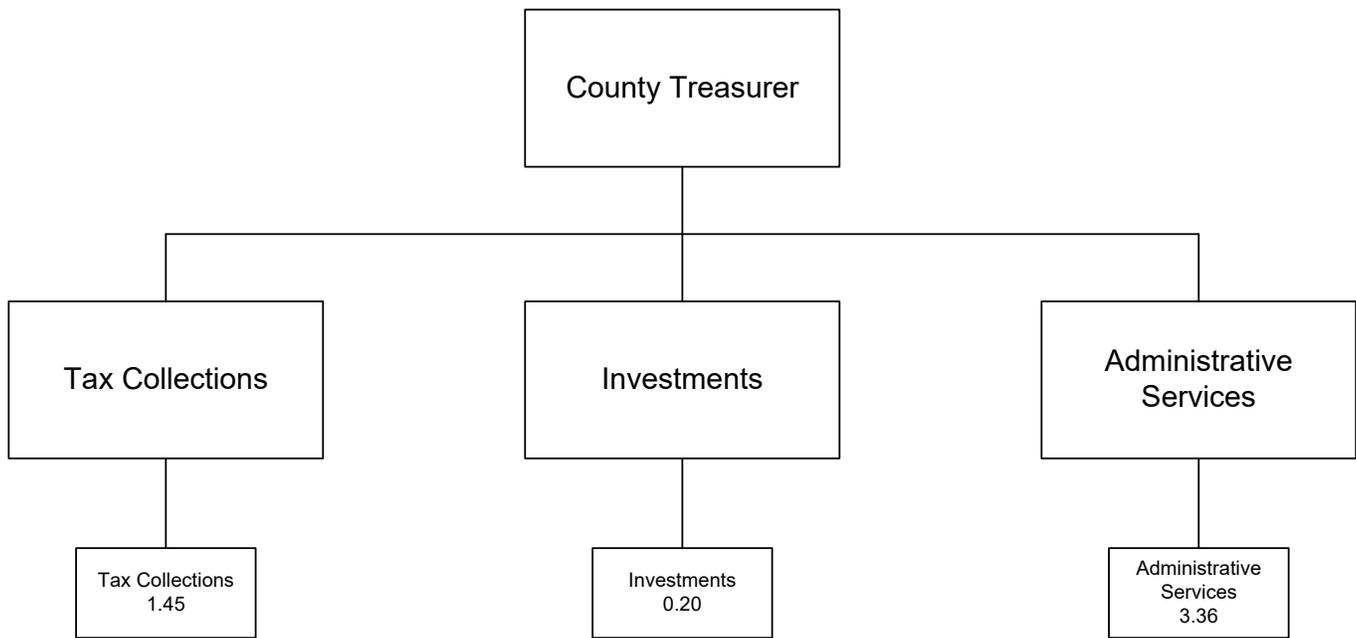
Personnel costs are budgeted to increase \$1,900 which is the cost to continue of 0.50 FTE. Operating expenses are budgeted to decrease \$1,100 which is mostly due to more accurately reflect the cost of publishing legal notices on behalf of the County Board.

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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	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$959	\$0	\$0	N/A
Fine/Licenses	\$130,990	\$145,000	\$145,000	\$145,000	\$0	0.0%
Charges for Services	\$102,677	\$117,500	\$122,500	\$121,500	\$4,000	3.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a) (c)	\$5,003,516	\$5,353,946	\$4,232,416	\$4,853,946	(\$500,000)	-9.3%
Appr. Fund Balance	\$210,000	\$160,000	\$160,000	\$660,000	\$500,000	312.5%
County Tax Levy (Credit) (b)	(\$4,899,850)	(\$5,049,850)	(\$5,049,850)	(\$5,029,850)	\$20,000	N/A
Total Revenue Sources	\$547,333	\$726,596	(\$388,975)	\$750,596	\$24,000	3.3%
Expenditures						
Personnel Costs	\$410,321	\$433,607	\$432,894	\$452,044	\$18,437	4.3%
Operating Expenses	\$107,618	\$151,927	\$151,792	\$158,996	\$7,069	4.7%
Interdept. Charges	\$130,576	\$141,062	\$141,062	\$139,556	(\$1,506)	-1.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$648,515	\$726,596	\$725,748	\$750,596	\$24,000	3.3%
Rev. Over (Under) Exp.	(\$101,182)	\$0	(\$1,114,723)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.04	0.01	0.01	0.01	(0.00)
Total FTEs	5.04	5.01	5.01	5.01	(0.00)

- a) For budget comparison purposes, the 2019 actual investment income revenues reported here do not agree to the Comprehensive Annual Financial Report, which includes year-end market to market values of investments as required by GAAP.
- b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
- c) The 2020 revenues are projected to underperform the 2020 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 '20	Est. Operating Impact	A=Annual T=One-Time
201815	Property Tax and Cashiering Replacement (a) (b)	2021	\$865,000	70%	\$20,000	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

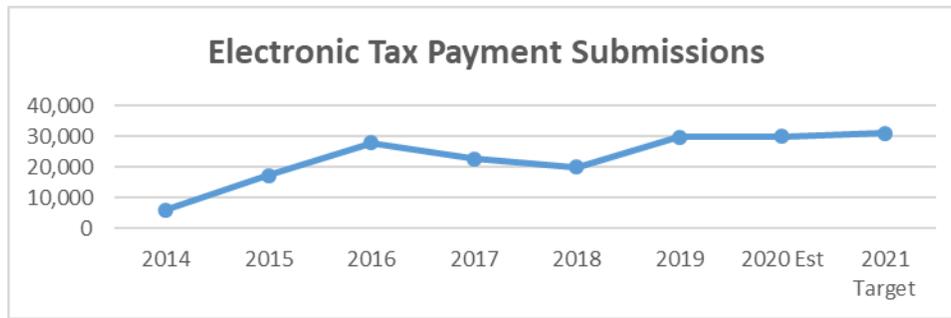
Quality Pillar: High standards of service excellence

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 2019 and 2020 tax payments, a 2021 target (estimate) is shown below:

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
# Tax payments received electronically	29,796	28,000	30,000	31,000
Projected estimated cost savings	\$5,363	\$5,040	\$5,400	\$5,580



Objective 2: Streamline Payment Processing

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

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.46	1.45	1.45	1.45	0.00
General Government	\$0	\$0	\$959	\$0	\$0
Fine/Licenses	\$130,990	\$145,000	\$145,000	\$145,000	\$0
Charges for Services	\$100,558	\$116,000	\$121,000	\$120,000	\$4,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,536,501	\$1,955,000	\$1,516,116	\$1,955,000	\$0
Appr. Fund Balance	\$210,000	\$160,000	\$160,000	\$160,000	\$0
County Tax Levy (Credit) (a)	(\$2,296,950)	(\$2,117,209)	(\$2,117,209)	(\$2,108,570)	\$8,639
Total Revenues	(\$318,901)	\$258,791	(\$174,134)	\$271,430	\$12,639
Personnel Costs	\$104,387	\$109,644	\$109,644	\$114,755	\$5,111
Operating Expenses	\$63,866	\$90,752	\$91,410	\$97,271	\$6,519
Interdept. Charges	\$55,337	\$58,395	\$58,395	\$59,404	\$1,009
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$223,590	\$258,791	\$259,449	\$271,430	\$12,639
Rev. Over (Under) Exp.	(\$542,491)	\$0	(\$433,583)	\$0	\$0

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

Program Highlights

Charges for services are budgeted to increase \$4,000 to \$120,000. This relates to an increase in municipal charges for tax processing fees.

Personnel costs are budgeted to increase by \$5,000 primarily related to an increase in health insurance and costs to continue the 1.45 FTE.

Operating expenses are budgeted to increase by \$6,500, related to an increase of \$4,800 in reimbursement for personal property taxes and an increase of \$1,700 in postage.

Interdepartmental charges are budgeted to increase by \$1,000, which includes an increase of \$600 for the DOA-Business Office charges and small increases for telephone fixed charges and computer maintenance.

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

	2014	2015	2016	2017	2018	2019	2020 Est.
Interest	\$1,820,236	\$1,335,962	\$1,210,558	\$1,206,415	\$1,069,712	\$934,473	\$934,473
Penalty	\$906,000	\$667,498	\$603,362	\$590,136	\$529,332	\$464,292	\$464,292
TOTAL	\$2,726,236	\$2,003,460	\$1,813,920	\$1,796,551	\$1,599,044	\$1,398,765	\$1,398,765

Activity

The Treasurer's office collected first installment taxes for thirteen municipalities in the 2019-2020 tax years. The dollars collected increased by \$18.4 million to \$156.9 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	2014-15	2015-16	2016-17	2017-18	2018-19	2019-2020
City of Delafield	\$16,155,590	\$16,351,929	\$16,400,000	\$16,359,735	\$15,838,433	\$16,669,029
Town of Brookfield	\$11,853,603	\$10,847,109	\$11,712,127	\$12,385,383	\$12,994,155	\$13,868,953
Town of Delafield	\$0	\$0	\$0	\$0	\$0	\$15,589,170
Town of Waukesha	\$10,073,036	\$9,975,042	\$9,856,207	\$10,164,105	\$9,609,622	\$10,827,874
Village of Dousman	\$2,525,463	\$2,734,703	\$2,757,808	\$2,880,241	\$2,880,808	\$3,008,760
Village of Lac La Belle	\$1,420,931	\$1,495,256	\$1,505,482	\$1,542,249	\$1,483,172	\$1,476,409
Village of Lannon	\$1,581,353	\$1,526,113	\$1,598,443	\$1,552,422	\$1,515,347	\$1,622,468
Village of Menomonee Falls	\$65,170,535	\$65,337,869	\$66,247,670	\$67,393,553	\$66,106,014	\$64,698,167
Village of Merton	\$4,848,298	\$4,914,023	\$4,990,498	\$5,060,346	\$4,832,939	\$4,959,055
Village of Nashotah	\$2,222,171	\$2,162,940	\$2,142,525	\$2,118,636	\$2,052,978	\$2,072,757
Village of Oconomowoc Lake	\$3,918,328	\$3,819,215	\$4,061,548	\$4,499,730	\$3,939,989	\$4,102,400
Village of Pewaukee	\$12,672,961	\$12,756,328	\$12,601,242	\$12,757,647	\$12,154,302	\$12,980,778
Village of Wales	\$4,708,914	\$4,639,608	\$4,911,336	\$5,051,693	\$5,077,237	\$5,013,801
Total	\$137,151,183	\$136,560,137	\$138,784,887	\$141,765,740	\$138,484,996	\$156,889,621

Investments

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 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	\$3,465,215	\$3,397,646	\$2,715,000	\$2,897,646	(\$500,000)
Appr. Fund Balance	\$0	\$0	\$0	\$500,000	\$500,000
County Tax Levy (Credit) (a)	(\$2,959,910)	(\$3,307,348)	(\$3,307,348)	(\$3,305,400)	\$1,948
Total Revenues	\$505,305	\$90,298	(\$592,348)	\$92,246	\$1,948
Personnel Costs	\$20,430	\$22,406	\$23,017	\$23,308	\$902
Operating Expenses	\$24,019	\$24,500	\$24,500	\$24,500	\$0
Interdept. Charges	\$41,818	\$43,392	\$43,392	\$44,438	\$1,046
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$86,267	\$90,298	\$90,909	\$92,246	\$1,948

Rev. Over (Under) Exp.	\$419,038	\$0	(\$683,257)	\$0	\$0
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(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 decreases by \$500,000 to \$2,897,700 offset by an increase of \$500,000 in appropriated Fund Balance.

Personnel costs increase by \$900, primarily related to an increase in health insurance and costs to continue the 0.20 FTE.

Operating expenses consisting of finance charges is unchanged at \$24,500.

Interdepartmental charges is budgeted to increase \$1,000 related to an increase for the DOA-Business Office charges and a small increase in telephone fixed charges.

Activity

Investment income in 2019 was at \$3.4 million. Interest rates have decreased throughout 2020 and are expected to remain low throughout 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.38	3.36	3.36	3.36	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,119	\$1,500	\$1,500	\$1,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,800	\$1,300	\$1,300	\$1,300	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$357,010	\$374,707	\$374,707	\$384,120	\$9,413
Total Revenues	\$360,929	\$377,507	\$377,507	\$386,920	\$9,413
Personnel Costs	\$285,504	\$301,557	\$300,233	\$313,981	\$12,424
Operating Expenses	\$19,733	\$36,675	\$35,882	\$37,225	\$550
Interdept. Charges	\$33,421	\$39,275	\$39,275	\$35,714	(\$3,561)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$338,658	\$377,507	\$375,390	\$386,920	\$9,413
Rev. Over (Under) Exp.	\$22,271	\$0	\$2,117	\$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 \$12,400, primarily related to an increase in health insurance and costs to continue the 3.36 FTE.

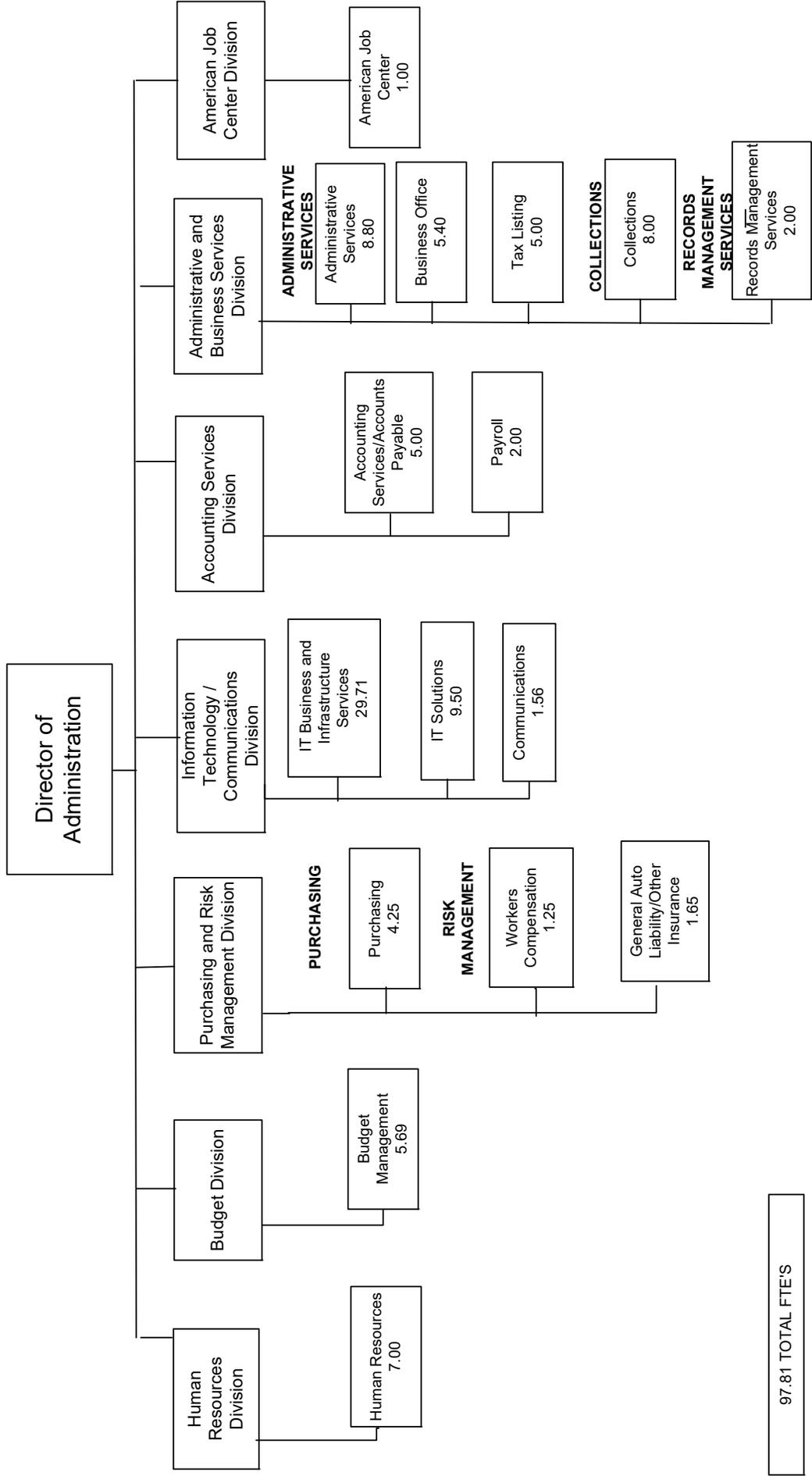
Operating expenses is budgeted to increase by \$550 related to an increase in data processing repair and maintenance costs.

Interdepartmental charges are budgeted to decrease by \$3,600 primarily due to a decrease in postage of \$4,000, offset by increase in computer maintenance of nearly \$500.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



97.81 TOTAL FTE'S

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

Statement of Purpose

The mission of the Department of Administration (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	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
General Fund (a)						
Revenues	\$2,398,347	\$2,205,710	\$2,281,104	\$2,156,332	(\$49,378)	-2.2%
County Tax Levy	\$4,855,404	\$4,930,404	\$4,930,404	\$5,000,404	\$70,000	1.4%
Expenditures	\$7,022,375	\$7,136,114	\$7,056,314	\$7,156,736	\$20,622	0.3%
Rev. Over (Under) Exp.	\$231,376	\$0	\$155,194	\$0	\$0	N/A
End User Technology Fund (a)						
Revenues	\$7,068,184	\$7,112,288	\$7,180,583	\$7,198,186	\$85,898	1.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$6,778,764	\$7,060,007	\$6,896,422	\$7,163,531	\$103,524	1.5%
Operating Inc./Loss (b)	\$289,420	\$52,281	\$284,161	\$34,655	(\$17,626)	-33.7%
Risk Management						
Revenues	\$2,779,631	\$3,091,280	\$3,085,280	\$3,171,592	\$80,312	2.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,943,280	\$3,091,280	\$3,085,280	\$3,171,592	\$80,312	2.6%
Operating Inc./Loss	(\$163,649)	\$0	\$0	\$0	\$0	N/A
Collections						
Revenues	\$1,062,169	\$1,000,030	\$1,007,180	\$996,977	(\$3,053)	-0.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$945,707	\$1,000,030	\$1,022,531	\$996,977	(\$3,053)	-0.3%
Operating Inc./Loss	\$116,462	\$0	(\$15,351)	\$0	\$0	N/A
American Job Center						
Revenues	\$0	\$419,821	\$344,079	\$387,617	(\$32,204)	-7.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$419,821	\$344,079	\$387,617	(\$32,204)	-7.7%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Total All Funds						
Revenues	\$13,308,331	\$13,829,129	\$13,898,226	\$13,910,704	\$81,575	0.6%
County Tax Levy	\$4,855,404	\$4,930,404	\$4,930,404	\$5,000,404	\$70,000	1.4%
Expenditures	\$17,690,126	\$18,707,252	\$18,404,626	\$18,876,453	\$169,201	0.9%
Rev. Over (Under) Exp.	\$231,376	\$0	\$155,194	\$0	\$0	N/A
Operating Inc./Loss (b)	\$242,233	\$52,281	\$268,810	\$34,655	(\$17,626)	-33.7%
Position Summary (FTE)						
Regular Positions	94.50	94.20	94.20	93.20	(1.00)	
Extra Help	6.69	5.26	5.26	4.60	(0.66)	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	101.20	99.47	99.47	97.81	(1.66)	

- (a) Beginning with the 2019 budget, the Records Management and Mail Services programs transferred 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 '20	Estimated Operating Impact	A = Annual T = One-Time
200910	Enterprise Content Management (a)(b)	Y	2020	\$1,565,000	100%	\$44,200	A
201617	Payroll/Human Resource Info. Sys. (a)(b)(c)	Y	2023	\$1,427,000	60%	\$68,000	A
201815	Property Tax and Cashiering Replacement (a)(b)	Y	2021	\$865,000	70%	\$20,000	A

(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.

(c) In late 2018, the purchased software system was acquired by another company. The software platform that the county was in the process of implementing is not going to be supported past 2025 by the new company. However, the new company is honoring the investments that the county has made and is working with the department on transitioning the county to their supported software product.

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	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$638,131	\$704,560	\$712,728	\$726,556	\$21,996	3.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$177,962	\$182,393	\$183,908	\$188,750	\$6,357	3.5%
Interdepartmental	\$1,208,856	\$1,163,757	\$1,148,046	\$1,086,026	(\$77,731)	-6.7%
Other Revenue	\$259,381	\$117,000	\$117,000	\$117,000	\$0	0.0%
Appr. Fund Balance (a)	\$114,017	\$38,000	\$119,422	\$38,000	\$0	0.0%
County Tax Levy (Credit)	\$4,855,404	\$4,930,404	\$4,930,404	\$5,000,404	\$70,000	1.4%
Total Revenue Sources	\$7,253,751	\$7,136,114	\$7,211,508	\$7,156,736	\$20,622	0.3%
Expenditures						
Personnel Costs	\$5,621,675	\$5,574,276	\$5,523,885	\$5,577,767	\$3,491	0.1%
Operating Expenses (a)	\$835,842	\$992,552	\$963,293	\$993,570	\$1,018	0.1%
Interdept. Charges	\$564,858	\$569,286	\$569,136	\$585,399	\$16,113	2.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$7,022,375	\$7,136,114	\$7,056,314	\$7,156,736	\$20,622	0.3%
Rev. Over (Under) Exp.	\$231,376	\$0	\$155,194	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	56.70	54.55	54.55	53.95	(0.60)
Extra Help	1.91	1.07	1.07	0.69	(0.38)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	58.61	55.62	55.62	54.64	(0.98)

(a) Fund balance appropriation	2019	2020 Budget	2020 Estimate	2021 Budget
Diversity program	\$28,000	\$28,000	\$28,000	\$28,000
Carryovers and Open Purchase Orders	\$54,017	\$0	\$81,422	\$0
Prior year cafeteria vending commission café subsidy	\$32,000	\$10,000	\$10,000	\$10,000
Total Fund Balance Appropriation:	\$114,017	\$38,000	\$119,422	\$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.

This project includes the replacement of a document capture tool which was fully implemented in 1st quarter 2020 and the implementation 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.

As a result of the COVID-19 pandemic, the implementation of the data access governance tool was delayed from the first half of 2020 to the second half of 2020. The result of the delayed implementation is that the volume of data under searchable, managed retention will be limited in 2020 and will be a focus for 2021.

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:

	2019 Actual	2020 Estimate	2021 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.

Performance Measures:

	2019 Actual	2020 Estimate	2021 Estimate
Customer Satisfaction Rating	4.78	4.65	4.65

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 was on the implementation of Cloud Study recommendations to migrate selected IT services and develop a decision model to assess service providers and county IT services for cloud provisioning.

Total Cost of Ownership (TCO):

A TCO comparison estimate of all the direct and indirect costs involved in acquiring and operating in cloud hosted environments will be completed for each IT service prior to migration.

Performance Measures:

Cloud hosting service providers will be required to provide performance measures after IT services are transitioned to the cloud to prevent uncontrolled cloud spend and provide better visibility of actual service consumption across multi-cloud environments. Specifically,

- 1) Visibility into cloud consumption at an aggregate and granular level, including cost anomalies.
- 2) Optimization of cloud consumption to right-size cloud resources and optimal purchase plans.

- 3) Control over cloud consumption to set policies and create budgets for various projects, track the spending against allocated budgets, and get alerts when a budget is exceeded.

The outcome of the performance measures is to deliver specific recommendations to appropriately resize infrastructure services and ensure optimal cloud consumption. Those determined to be of a reasonable cost will be converted to cloud-based infrastructure in 4th quarter 2020 and into 2021.

Objective 5: LEAN – Continuous Improvement

Continue expansion and focus of the Waukesha Continuous Improvement (CI) initiative through the continued training of county employees that are interested in leading a project or participating in a project while obtaining a white, yellow or green Belt. Further encourage and develop existing LEAN trained employees to conduct projects or other LEAN-CI activities such as PDCA, 5S, Kaizen or other endeavors that lead to more regular incremental improvements. Develop an Introduction to LEAN training for employees that are both new to the county and existing employees that have not been previously trained in LEAN-CI. Develop a LEAN-CI Champion/Manager training that will help those that are championing LEAN-CI activities better support the teams that they are leading. Development of Team Continuous Improvement “Huddles” concept to encourage small teams to regularly review processes that can be improved over a short period of time.

2019 LEAN – CI Initiative Accomplishments:

1. Encouraged process mapping improvements with a contest.
2. Quarterly LEAN leadership meetings, facilitated by WCTC LEAN instructor, provided for continuing education and networking. First quarter topic was Idea Generation & Project Selection. Second quarter topic was Kaizen.
3. Two teams participated in our first Fast Track in the spring.
4. T11 training in the fall with 8 teams.
5. LEAN – CI Recognition – Created shadowboxes for all past yellow, green & black belts.

Performance Measures:

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

Title	2012	2013	2014	2015	2016	2017	2018	2019	Total	Current*
White Belt Certification	20	40	27	20	28	30	42	20	227	165
Yellow Belt Certification	0	0	11	13	10	11	15	8	68	61
Green Belt Certificate	1	2	1	2	4	3	2	3	18	14
Black Belt Training	0	0	0	0	3	0	1	0	4	4
Grand Total	21	42	39	35	45	44	60	31	317	244

*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 2019, 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.

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

CI Efforts	2012	2013	2014	2015	2016	2017	2018	2019
LEAN Projects	4	9	8	8	7	2	5	10
CI Express	0	0	0	5	0	7	6	17

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

Objective 6: 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 reviews and monitors 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 Benchmark	2019 Actual	2020 Estimate	2021 Estimate
Regrettable Turnover *	4.95%	4.78%	4.00%	4.50%

*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 7: Employee Engagement and Development

Develop and implement programs, communication strategies, 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, Studer core curriculum, and SOSE certificate.

	2018 Benchmark	2019 Actual	2020 Estimate	2021 Estimate
Survey results of new hires on on-boarding effectiveness *	4.67	4.54	4.60	4.70
# of employees participating in learning sessions	1,496	1,263	1,250	1,400

* This is an aggregate score for completed surveys that are issued on a 60 day, 90 day and 180 day interval. The effectiveness score is evaluated on a five point scale.

Objective 8: Employee Survey--Engagement and Development

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	2020 Estimate	2021 Estimate
Information and Knowledge are Shared Openly	73.9%	78.2%	76.2%	85.3%	82.0%	85%	85%

Objective 9: Employee Survey--Rewards and Recognition

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	2020 Estimate	2021 Estimate
Recognized for extra effort while demonstrating the county's core values	73.5%	78.8%	79.5%	97.3%	92.3%	90%	90%

Health and Safety Pillar: Ensure well-being

Objective 10: Promote Health and Wellbeing of the County Workforce

Develop programming that meets the needs of employees and decreases inflationary pressure on benefit costs. In 2021, the focus will be to investigate options to further disrupt the cost of healthcare through collaboration with benefit partners, such as the Health and Wellness Center, pharmacy benefit manager, and health plan administrator.

The county will continue to promote programming such as disease management programs, financial education and awareness, and healthy minds.

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%	0.0%
2020	7.0%	5.0%

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
2019	5,664	1,870

*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.

	2019 Benchmark	2020 Estimate	2021 Estimate
% of employees in High Deductible Plan that participate in preventative screenings/exams	68%	50%*	60%*
% of employees in Choice Plus Plan that participate in preventative screenings/exams	67%	50%*	60%*
Participation in Healthy Minds	80	0*	60*
Participation in Money University	185	Every other year event	*
Weight Loss Program (Real Appeal)	108	150	150

*Participation in preventative screenings and county-wide programming is anticipated to be affected by COVID-19. The full impact on participation is uncertain at this time.

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	11.05	9.30	9.30	8.80	(0.50)
General Government	\$0	\$0	\$387	\$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	\$4,708	\$0	\$15,000	\$0	\$0
County Tax Levy (Credit)	\$717,541	\$593,189	\$593,189	\$601,643	\$8,454
Total Revenues	\$722,249	\$593,189	\$608,576	\$601,643	\$8,454
Personnel Costs	\$545,012	\$546,644	\$560,704	\$554,873	\$8,229
Operating Expenses	\$20,926	\$17,950	\$30,050	\$17,950	\$0
Interdept. Charges	\$27,753	\$28,595	\$28,945	\$28,820	\$225
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$593,691	\$593,189	\$619,699	\$601,643	\$8,454

Rev. Over (Under) Exp.	\$128,558	\$0	(\$11,123)	\$0	\$0
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Program Highlights

Personnel costs increase by \$8,200. The personnel cost increase includes the reclassification of an administrative assistant position to an administrative specialist position resulting in \$2,100 in additional cost. The cost to continue for existing staff is partially offset by the unfunding of 0.50 FTE administrative specialist position assigned to the purchasing division. The cost savings associated with unfunding this position is \$40,900.

Operating expenses includes \$9,400 for office supplies and equipment, \$1,350 for travel and training expenses, and \$5,000 for outside printing.

Interdepartmental charges increase by \$200 which reflects an increase in End User Technology charges.

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.02	5.78	5.78	5.40	(0.38)
General Government	\$638,131	\$704,560	\$709,140	\$726,556	\$21,996
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$740,250	\$674,900	\$674,900	\$595,080	(\$79,820)
Other Revenue	\$132,755	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	(\$732,439)	(\$699,369)	(\$699,369)	(\$677,640)	\$21,729
Total Revenues	\$778,697	\$680,091	\$684,671	\$643,996	(\$36,095)
Personnel Costs	\$799,681	\$654,666	\$605,411	\$618,027	(\$36,639)
Operating Expenses	\$3,924	\$11,780	\$10,725	\$12,000	\$220
Interdept. Charges	\$13,433	\$13,645	\$13,645	\$13,969	\$324
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$817,038	\$680,091	\$629,781	\$643,996	(\$36,095)
Rev. Over (Under) Exp.	(\$38,341)	\$0	\$54,890	\$0	\$0

Program Highlights

General government revenues increase by \$22,000 reflecting indirect charge allocation. Indirect cost recovery revenue received by the county above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. In 2021, the department is budgeted to retain a greater portion of the indirects that are anticipated. Interdepartmental revenue decreases by \$79,800 due to departmental services contract reductions resulting in less indirect cost recovery revenue.

Personnel costs decrease by \$36,600 largely due to the removal of 0.38 FTE of extra help totaling \$34,400 which helps offset the cost to continue for existing staff.

Operating expenses essentially remain at the 2020 budgeted level. The operating expense budget includes \$9,300 in membership, books, travel, and training costs for staff.

Interdepartmental charges increase by \$300 for an increase in End User Technology charges.

Payroll

Program Description

The Payroll program provides support to all county agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	\$8,079	\$0	\$0
County Tax Levy (Credit)	\$354,865	\$416,557	\$416,557	\$429,105	\$12,548
Total Revenues	\$354,865	\$416,557	\$424,636	\$429,105	\$12,548
Personnel Costs	\$204,530	\$206,634	\$207,348	\$213,682	\$7,048
Operating Expenses	\$157,570	\$198,215	\$168,269	\$203,422	\$5,207
Interdept. Charges	\$11,450	\$11,708	\$11,708	\$12,001	\$293
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$373,550	\$416,557	\$387,325	\$429,105	\$12,548
Rev. Over (Under) Exp.	(\$18,685)	\$0	\$37,311	\$0	\$0

Program Highlights

Personnel costs increase by \$7,000 due to cost to continue for existing staff.

Operating expenses increase by \$5,200. This increase includes a \$43,300 increase in computer software and maintenance costs to fully fund a hosted human resources information system. This increase is inclusive of a transfer of expenditure authority from the Human Resources program to the Payroll program for the new hire application software module. This shift in expenditures to this program is for ease of payment and expense monitoring because there is one vendor for the both the Human Resources Information System and human resource position application tool. Total cost for the hosted software is \$199,700. This increase is partially offset by \$38,900 decrease in contracted services as the Payroll program is no longer contracting for tax reporting services.

Activity	2019 Actual	2020 Budget	2020 Estimate*	2021 Budget	Budget Change
Paychecks Processed	45,342	43,250	48,000	44,000	750
W2s Processed	2,073	2,100	2,250	2,100	0

* The estimate for payroll checks processed and W2s processed includes additional staff to respond to the COVID-19 pandemic.

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 (GAAP) 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$64,052	\$66,322	\$66,322	\$67,884	\$1,562
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$12,055	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$652,715	\$600,673	\$600,673	\$635,804	\$35,131
Total Revenues	\$728,822	\$666,995	\$666,995	\$703,688	\$36,693
Personnel Costs	\$540,772	\$512,759	\$487,598	\$536,905	\$24,146
Operating Expenses	\$142,505	\$134,368	\$133,735	\$146,685	\$12,317
Interdept. Charges	\$19,478	\$19,868	\$19,868	\$20,098	\$230
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$702,755	\$666,995	\$641,201	\$703,688	\$36,693
Rev. Over (Under) Exp.	\$26,067	\$0	\$25,794	\$0	\$0

Program Highlights

Personnel costs increase \$24,100 due to cost to continue for existing staff.

Operating expenditures increase \$12,300 and includes funding for the 2021 Waukesha County audit, computer software license costs related to the county's financial system, and employee professional development.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Budget Entries Audited	659	700	700	700	0
Journal Entries Audited	3,105	3,000	2,750	3,000	0
Invoices (Direct Buys) Audited	44,343	42,000	44,800	44,000	2,000
P-card Lines Entered/Audited	14,853	15,200	15,800	15,200	0

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	\$177,688	\$182,393	\$183,508	\$188,550	\$6,157
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)	\$255,213	\$263,118	\$263,118	\$253,400	(\$9,718)
Total Revenues	\$432,901	\$445,511	\$446,626	\$441,950	(\$3,561)
Personnel Costs	\$397,310	\$415,603	\$403,737	\$410,960	(\$4,643)
Operating Expenses	\$16,719	\$17,262	\$17,322	\$17,954	\$692
Interdept. Charges	\$12,196	\$12,646	\$12,486	\$13,036	\$390
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$426,225	\$445,511	\$433,545	\$441,950	(\$3,561)
Rev. Over (Under) Exp.	\$6,676	\$0	\$13,081	\$0	\$0

Program Highlights

Charges for Services revenue is for tax billing to municipalities. Tax billing revenue is increasing by \$6,200 due to a planned \$0.04 or 2.4% billing rate increase per parcel from \$1.64 to \$1.68 resulting in an additional revenue.

Personnel costs decrease by \$4,600 due to a turnover in the existing staff due to staff retirement. Operating expenses increase by \$700 mostly due to \$500 increase in contracted services for tax bill printing expenses.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	111,055	111,215	165,000	165,000	53,785
Number of property listings updated	119,689	150,000	98,800	110,000	(40,000)
Number of property transfers processed	10,184	7,500	8,000	9,000	1,500
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills Printed	105,246	105,620	106,000	107,000	1,380
# Online County Tax Payments (a)	4,805	3,900	4,500	4,500	600
\$ Online County Tax Payments (a)	\$16,762,203	\$13,200,000	\$15,000,000	\$15,000,000	\$1,800,000
# Municipalities participating with county's online payment program	14	14	14	14	0

(a) Reflects payments to county for property tax. Total 2019 online transactions, including county, municipal partners and the Register of Deeds account for 15,610 transactions totaling \$30,720,868.

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.69	5.69	5.69	5.69	0.00
General Government	\$0	\$0	\$3,201	\$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)	\$619,910	\$655,424	\$655,424	\$659,259	\$3,835
Total Revenues	\$619,910	\$655,424	\$658,625	\$659,259	\$3,835
Personnel Costs	\$552,748	\$607,995	\$633,789	\$610,546	\$2,551
Operating Expenses	\$24,379	\$27,900	\$24,425	\$28,705	\$805
Interdept. Charges	\$19,122	\$19,529	\$19,529	\$20,008	\$479
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$596,249	\$655,424	\$677,743	\$659,259	\$3,835
Rev. Over (Under) Exp.	\$23,661	\$0	(\$19,118)	\$0	\$0

Program Highlights

Personnel costs increase by \$2,600 for cost to continue of existing staff, partially offset by a significant number of staff turnovers in this program.

Operating expenses include contract services, staff development, software subscription costs, and equipment.

Interdepartmental charges increase by \$500 which reflects an increase for End Use 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	\$125	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$23,874	\$22,000	\$22,000	\$22,000	\$0
Appr. Fund Balance (a)	\$60,000	\$38,000	\$38,391	\$38,000	\$0
County Tax Levy (Credit)	\$1,060,165	\$1,099,117	\$1,099,117	\$1,055,930	(\$43,187)
Total Revenues	\$1,144,164	\$1,159,117	\$1,159,508	\$1,115,930	(\$43,187)
Personnel Costs	\$871,430	\$866,438	\$904,262	\$840,661	(\$25,777)
Operating Expenses	\$188,363	\$236,240	\$203,282	\$216,616	(\$19,624)
Interdept. Charges	\$54,710	\$56,439	\$56,439	\$58,653	\$2,214
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,114,503	\$1,159,117	\$1,163,983	\$1,115,930	(\$43,187)
Rev. Over (Under) Exp.	\$29,661	\$0	(\$4,475)	\$0	\$0

(a) Budgeted fund balance represents funding for the diversity program (2019 – 2021) and café subsidy (2019 - 2021).

Program Highlights

The 2021 budget does not include a county-wide employee event which is traditionally supported with vending revenue. The 2021 budget appropriates \$22,000 in vending revenue to support the café subsidy in order to reduce General Fund Balance use for this purpose to \$10,000. The remaining \$28,000 of General Fund Balance is for continued countywide employee training.

Personnel costs decrease by \$25,800 mostly due to the cost to continue existing staff which includes staff turnover due to retirement of two positions.

Operating expenses decrease \$19,600 primarily due to the transfer of \$19,800 in expenditure authority from the Human Resources program to the Payroll program for ease of payment and expense monitoring for the Human Resources Information System and human resource position application tool.

Activity	2019 Actual	2020 Budget	2020 Estimate*	2021 Budget*	Budget Change
# of Seasonal, Temporary Employees Hired	153	210	360	360	150
# of Regular Full-Time Employees Hired	147	175	165	165	(10)
Promotions/Demotions/Transfers	74	85	80	80	(5)
Peak # of Employees on Payroll	1,783	1,800	2,000	2,000	200
# of Employee/Family Medical Leaves	336	360	450	450	90

*# of Seasonal, Temporary Employees includes an estimate for staff hired to respond to the COVID-19 pandemic.

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).

	2019 Actual	2020 Budget	2020 Estimate	2021 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	\$149	\$0	\$400	\$200	\$200
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$102,752	\$95,000	\$95,000	\$95,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$351,090	\$364,688	\$364,688	\$343,557	(\$21,131)
Total Revenues	\$453,991	\$459,688	\$460,088	\$438,757	(\$20,931)
Personnel Costs	\$434,715	\$420,783	\$384,395	\$398,180	(\$22,603)
Operating Expenses	\$8,158	\$12,500	\$10,050	\$13,670	\$1,170
Interdept. Charges	\$25,588	\$26,405	\$26,265	\$26,907	\$502
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$468,461	\$459,688	\$420,710	\$438,757	(\$20,931)
Rev. Over (Under) Exp.	(\$14,470)	\$0	\$39,378	\$0	\$0

Program Highlights

Other revenue is comprised of procurement card and salvage revenues which is remaining at the 2020 budgeted level.

Personnel costs decrease by \$22,600 primarily due to employee decisions regarding benefit selections and the retirement of a long term employee resulting in turnover savings.

Operating expenses increase by \$1,200 for software subscription costs.

Interdepartmental charges increase by \$500 due to End User Technology cost increases.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Requisitions Processed	200	255	300	255	-
Purchase Orders / Blanket Contracts Issued	548	525	600	550	25
Bids/Requests for Proposals (RFPs) Issued	100	115	100	100	(15)
Procard Transactions	\$8,077,270	\$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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	9.50	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)	\$10,247	\$0	\$32,050	\$0	\$0
County Tax Levy (Credit)	\$1,451,894	\$1,531,302	\$1,531,302	\$1,595,823	\$64,521
Total Revenues	\$1,462,141	\$1,531,302	\$1,563,352	\$1,595,823	\$64,521
Personnel Costs	\$1,145,445	\$1,205,165	\$1,213,000	\$1,261,499	\$56,334
Operating Expenses	\$7,124	\$37,268	\$58,769	\$37,268	\$0
Interdept. Charges	\$283,175	\$288,869	\$288,469	\$297,056	\$8,187
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,435,744	\$1,531,302	\$1,560,238	\$1,595,823	\$64,521
Rev. Over (Under) Exp.	\$26,397	\$0	\$3,114	\$0	\$0

(a) The 2019 fund balance represents an open purchase order for contracted services which encumbered funds from 2018. The 2020 fund balance represents an open purchase order for contracted services for \$32,050 which encumbered funds from the 2019 budget.

Program Highlights

Personnel costs increase \$56,300 due to cost to continue for existing staff.

Operating expenses include \$30,000 for contracted services and \$5,000 for office supplies and equipment.

Interdepartmental charges increase \$8,200 mostly due to a \$7,000 increase for computer maintenance and 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.10	2.10	2.10	2.00	(0.10)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$404,554	\$422,535	\$406,824	\$423,062	\$527
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$27,007	\$0	\$25,902	\$0	\$0
County Tax Levy (Credit)	\$124,450	\$105,705	\$105,705	\$103,523	(\$2,182)
Total Revenues	\$556,011	\$528,240	\$538,431	\$526,585	(\$1,655)
Personnel Costs	\$130,032	\$137,589	\$123,641	\$132,434	(\$5,155)
Operating Expenses	\$266,174	\$299,069	\$306,666	\$299,300	\$231
Interdept. Charges	\$97,953	\$91,582	\$91,782	\$94,851	\$3,269
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$494,159	\$528,240	\$522,089	\$526,585	(\$1,655)
Rev. Over (Under) Exp.	\$61,852	\$0	\$16,342	\$0	\$0

Program Highlights

Interdepartmental revenues increase by \$500 primarily due to a \$700 increase in countywide physical record storage. The 2021 interdepartmental mail revenue is essentially at the 2020 budgeted level.

Personnel costs decrease by \$5,200. The 2021 budget abolishes 0.10 FTE of the centralized records supervisor position to the End User Technology Fund resulting in \$11,500 in reduced personnel costs. This decrease is partially offset by cost to continue of existing staff.

Operating expense essentially remain at the 2020 budgeted level with postage costs at \$279,400.

Interdepartmental charges increase by \$3,300 due to \$1,100 increase in insurance expenses and \$2,000 increase in End User Technology expenses.

Records Management Services (cont.)

Activity – Records Management

	2019	2020	2020	2021	Budget
<u>Output Indicators</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Storage Boxes Received (a)	664	500	500	500	-
Storage Boxes Destroyed (a)	472	800	1,000	800	-
Boxes/Journals Offsite	10,012	9,440	9,500	9,500	60
Images Scanned (b)	150,531	160,000	150,000	160,000	-

(a) In the year referenced.

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

Activity – Mail Services

	2019	2020	2020	2021	Budget
<u>Output Indicators</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Incoming Mail (Bins)	1,742	1,600	1,600	1,600	-
Outgoing Mail (Pieces)	414,021	440,000	430,000	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	2019	2020	2020	2021	Change From 2020	
	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	\$33,236	\$54,000	\$20,710	\$35,800	(\$18,200)	-33.7%
Interdepartmental	\$6,163,506	\$6,272,541	\$6,253,051	\$6,391,990	\$119,449	1.9%
Other Revenue	\$16,237	\$17,080	\$13,100	\$12,703	(\$4,377)	-25.6%
Appr. Fund Balance (a)	\$855,205	\$768,667	\$893,722	\$757,693	(\$10,974)	-1.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$7,068,184	\$7,112,288	\$7,180,583	\$7,198,186	\$85,898	1.2%
Expenditures						
Personnel Costs	\$3,414,367	\$3,689,595	\$3,586,819	\$3,728,747	\$39,152	1.1%
Operating Expenses	\$3,331,667	\$3,337,514	\$3,266,176	\$3,398,010	\$60,496	1.8%
Interdept. Charges	\$32,730	\$32,898	\$43,427	\$36,774	\$3,876	11.8%
Fixed Assets (memo) (b)	\$390,997	\$641,081	\$572,769	\$1,033,997	\$392,916	61.3%
Total Expenditures (b)	\$6,778,764	\$7,060,007	\$6,896,422	\$7,163,531	\$103,524	1.5%
Rev. Over (Under) Exp. (b) (c)	\$289,420	\$52,281	\$284,161	\$34,655	(\$17,626)	-33.7%

Position Summary (FTE)

Regular Positions	27.95	28.95	28.95	28.55	(0.40)
Extra Help	3.38	2.99	2.99	2.71	(0.28)
Overtime	0.01	0.01	0.01	0.01	0.00
Total FTEs	31.34	31.95	31.95	31.27	(0.68)

(a) Fund balance appropriation	2019	2020 Budget	2020 Estimate	2021 Budget
Open Carryovers - 2020 estimate includes carryover of \$53,000 for cloud services transition and consulting, \$30,000 for security audit, and a carryover of \$42,055 for 2019 open purchase orders.	\$191,757	\$0	\$125,055	\$0
Appropriated Fund balance from End User Technology Fund	\$313,448	\$518,667	\$518,667	\$357,693
Appropriated Fund balance from General Fund	\$350,000	\$250,000	\$250,000	\$400,000
Total Fund Balance Appropriation:	\$855,205	\$768,667	\$893,722	\$757,693

- (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)

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 \$3,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than \$3,000 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.)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	29.78	30.39	30.39	29.71	(0.68)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$33,236	\$54,000	\$20,710	\$35,800	(\$18,200)
Interdepartmental (a) (b)	\$5,522,962	\$5,739,754	\$5,739,023	\$5,858,872	\$119,118
Other Revenue	\$13,357	\$13,000	\$10,000	\$10,000	(\$3,000)
Appr. Fund Balance (c) (e)	\$855,205	\$768,667	\$893,722	\$757,693	(\$10,974)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,424,760	\$6,575,421	\$6,663,455	\$6,662,365	\$86,944
Personnel Costs	\$3,270,291	\$3,539,364	\$3,437,711	\$3,573,091	\$33,727
Operating Expenses	\$2,822,145	\$2,980,776	\$2,939,095	\$3,051,619	\$70,843
Interdept. Charges	\$2,666	\$3,000	\$2,916	\$3,000	\$0
Fixed Assets (memo) (d)	\$390,997	\$641,081	\$572,769	\$1,033,997	\$392,916
Total Expenditures (d)	\$6,095,102	\$6,523,140	\$6,379,722	\$6,627,710	\$104,570
Rev. Over (Under) Exp. (d) (e)	\$329,658	\$52,281	\$283,733	\$34,655	(\$17,626)

- (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 2.50% in 2021.
- (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) 2019 budgeted appropriated fund balance includes End User Technology Fund Balance of \$313,448, General Fund Balance of \$350,000, and carryover of \$191,757 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. 2020 estimate includes carryover of \$53,000 for cloud services transition, \$30,000 for consulting services for a security audit, and \$42,055 for 2019 open purchase orders. 2021 budgeted appropriated fund balance includes End User Technology Fund Balance of \$357,693 and General Fund Balance of \$400,000.
- (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.

Program Highlights

Charges for Service revenue decrease \$18,200 including \$8,200 related to a lower number of title companies utilizing county office space and associated IT resources as well as \$10,000 in lower pass-through municipal charges related to public safety mobile connectivity software costs. Interdepartmental revenues increase \$119,100 reflecting a 2.50% increase in rates charged to departments, slightly offset by a \$1,400 decrease in copier replacement revenues due to lower cost copier purchases. Other revenues decrease \$3,000 reflecting a reduction in procurement card rebates.

Personnel costs increase \$33,700 for to cost to continue of staff and the creation of 1.00 FTE principal information technology professional resulting in \$122,800 in additional personnel costs. These increases are partially offset by turnover in several positions resulting in personnel cost savings, the abolishment of 0.90 FTE central records supervisor position resulting in \$104,200 in personnel savings, the unfunding of 0.50 FTE information technician resulting in \$49,800 in personnel savings and the reduction of 0.28 FTE temporary extra help resulting in \$7,200 reduction in expenses to more closely reflect actual usage of temporary extra help.

IT Business and Infrastructure Services (cont.)

Operating expenses increase a total of \$70,800. This includes a \$71,500 increase in computer software licensing costs associated with the implementation of data access governance tool totaling \$41,100 and a \$25,000 increase in Microsoft Office 365 licensing costs. Operating expense increases also include a \$61,800 increase in depreciation costs to reflect the anticipated increase in fixed asset purchases and \$96,100 increase in consulting and contracted services which includes an additional \$30,000 for security audit, \$21,000 for employee security training and \$50,000 for cloud subscription services. These increases are partially offset by a \$60,000 decrease in computer equipment expenses due to new fixed asset thresholds noted below, removal of \$20,000 secure e-mail as this functionality is provided in Office 365, and \$44,500 in miscellaneous expenses to bring the budget in line with actual anticipated expenditure levels.

Fixed assets are increasing by \$392,900. In consultation with auditing and accounting staff, it was determined that the fixed asset expenditure threshold for information technology fixed assets should be decreased from a \$5,000 equipment purchase to a \$3,000 equipment purchase. This allows the cost of the item to be reflected over the useful life of the equipment purchase and limits the large fluctuations in the information technology operating budget. The 2021 budget for fixed assets includes \$65,000 for the purchase of network switches, \$142,000 for the purchase of ruggedized mobile data computers for the Sheriff's department, \$261,200 for the purchase of copiers, and \$565,000 for purchase of replacement server equipment.

Activity

The plan is scheduled to replace 351 PC's (including laptops), 65 flat panels and 35 peripherals (printers, scanners, etc.) in 2021. The plan currently supports 1,506 personal workstations and laptop computers and 428 VDI (visual desktop infrastructure) devices. Replacement schedule for devices is as follows. Laptops are on a four-year replacement cycle. Desktops are on a five-year replacement cycle. VDI (Raspberry PI's and notebooks) are on a two-year replacement cycle and replaced when device fails after the two years. Peripherals and flat panels are on a five-year replacement cycle and replaced when device fails after the five years.

<u>Year</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020**</u>	<u>2021</u>	Units Purchased <u>Incr./((Decr.)</u>
PC	325	379	295	339	261	822	351	(471)
Flat panels	75	80	150	75	60	64	65	1
Peripherals	50	50	50	35	35	35	35	0
VDI*							19	19

*2019 is the first year VDI equipment was added to the replacement cycle. 2021 will be the first year VDI equipment is fully funded for replacement on a two year cycle if the device fails.

**2020 replacements include the purchase of laptops necessary for the COVID-19 pandemic response and to facilitate work at home arrangement.

Activity – Copier Replacement

<u>Copier Purchases</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 Estimate</u>	<u>2021 Budget</u>	<u>Budget Change</u>
Total Number of Units in Plan	96	96	96	96	0
Units Purchased Annually	22	12	12	46	34

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	\$640,544	\$532,787	\$514,028	\$533,118	\$331
Other Revenue	\$2,880	\$4,080	\$3,100	\$2,703	(\$1,377)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$643,424	\$536,867	\$517,128	\$535,821	(\$1,046)
Personnel Costs	\$144,076	\$150,231	\$149,108	\$155,656	\$5,425
Operating Expenses	\$509,522	\$356,738	\$327,081	\$346,391	(\$10,347)
Interdept. Charges	\$30,064	\$29,898	\$40,511	\$33,774	\$3,876
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$683,662	\$536,867	\$516,700	\$535,821	(\$1,046)
Rev. Over (Under) Exp.	(\$40,238)	\$0	\$428	\$0	\$0

Program Highlights

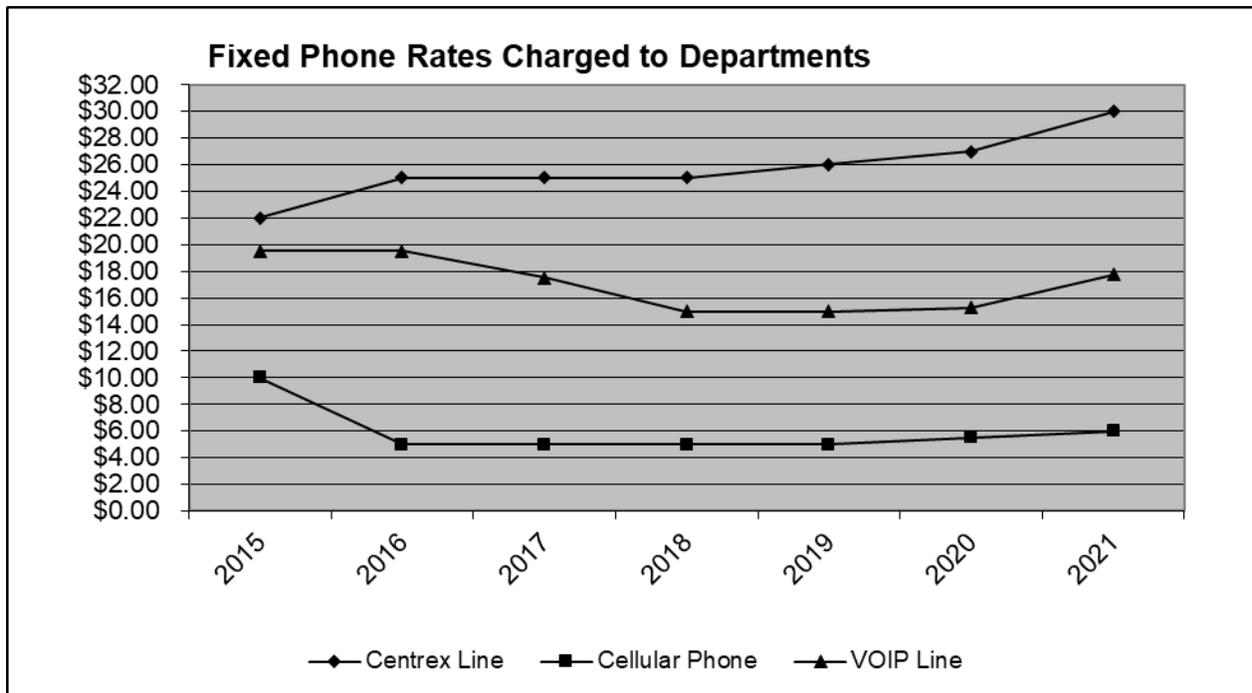
Interdepartmental revenues remain stable due to the reduction in the line count offset by the increase in the rates per line.

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

Operating expenses decrease \$10,300 mostly due to the reduction the number of lines which result in cost savings for this program. Interdepartmental charges increase by \$3,900 which includes administrative overhead expenses associated with this division as well as various risk management expenses.

Communications (cont.)

Performance Measure



Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
# of VOIP Lines	1,525	1,549	1,554	1,549	-
# of Centrex Telephone Lines	243	218	218	214	(4)
# of Non-Centrex Telephone Lines	105	79	79	79	-
# of Cellular Phones*	507	506	896	560	54

* 2020 Estimate includes 323 COVID-19 Cellular Phones

The VOIP (Voice Over Internet Protocol) capital project implementation occurred in 2013 – 2014. Currently 214 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	2019	2020	2020	2021	Change From 2020	
	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	\$12	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$2,339,415	\$2,431,370	\$2,431,370	\$2,511,200	\$79,830	3.3%
Other Revenue (b)	\$248,656	\$394,410	\$388,410	\$394,892	\$482	0.1%
Appr. Fund Balance (c)	\$191,548	\$265,500	\$265,500	\$265,500	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources (a) (b) (c)	\$2,779,631	\$3,091,280	\$3,085,280	\$3,171,592	\$80,312	2.6%
Expenditures						
Personnel Costs	\$332,521	\$332,481	\$332,339	\$342,087	\$9,606	2.9%
Operating Expenses	\$2,492,151	\$2,678,576	\$2,667,923	\$2,744,146	\$65,570	2.4%
Interdept. Charges	\$118,608	\$80,223	\$85,018	\$85,359	\$5,136	6.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,943,280	\$3,091,280	\$3,085,280	\$3,171,592	\$80,312	2.6%
Rev. Over (Under) Exp.	(\$163,649)	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.95	2.90	2.90	2.90	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	2.95	2.90	2.90	2.90	0.00

- (a) Interdepartmental revenues are from charges to insured departments and may be funded with tax levy.
- (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 2019-2021 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	2019	2020 Budget	2020 Est.	2021 Budget
Open carryovers	\$0	\$0	\$0	\$0
Liability & Property Insurance Program General Fund Balance	\$191,548	\$215,500	\$215,500	\$215,500
Liability & Property Insurance Program Risk Management Fund Balance	\$0	\$50,000	\$50,000	\$50,000
Worker's Compensation Program	\$0	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$191,548	\$265,500	\$265,500	\$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:	2019 Actual	2020 Target	2020 Actual	2021 Target
Workers' Compensation Experience Modification Factor	0.91	Below 1.00	0.84	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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.70	1.65	1.65	1.65	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 (a)	\$1,085,115	\$1,177,070	\$1,177,070	\$1,235,900	\$58,830
Other Revenue (b)	\$211,449	\$326,150	\$320,150	\$331,791	\$5,641
Appr. Fund Balance (c)	\$191,548	\$265,500	\$265,500	\$265,500	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a) (b)	\$1,488,112	\$1,768,720	\$1,762,720	\$1,833,191	\$64,471
Personnel Costs	\$195,025	\$193,282	\$193,364	\$199,505	\$6,223
Operating Expenses	\$1,312,678	\$1,496,255	\$1,485,268	\$1,549,257	\$53,002
Interdept. Charges	\$117,678	\$79,183	\$84,088	\$84,429	\$5,246
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,625,381	\$1,768,720	\$1,762,720	\$1,833,191	\$64,471
Rev. Over (Under) Exp.	(\$137,269)	\$0	\$0	\$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 2019-2021 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 5.0% or \$58,800 to reflect increased liability insurance costs. When combined with Worker's Compensation program costs, overall department insurance chargebacks are capped at 3.3%. Other revenue increases \$5,600 based on historical trends. Fund balance of \$265,500 is applied to help offset impact of increased insurance and claims reserve costs on department insurance charges.

Personnel costs increase \$6,200 for cost to continue of existing staff. Operating expenses increase \$53,000 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 \$5,200 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	\$12	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,254,300	\$1,254,300	\$1,254,300	\$1,275,300	\$21,000
Other Revenue	\$37,207	\$68,260	\$68,260	\$63,101	(\$5,159)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$1,291,519	\$1,322,560	\$1,322,560	\$1,338,401	\$15,841
Personnel Costs	\$137,496	\$139,199	\$138,975	\$142,582	\$3,383
Operating Expenses	\$1,179,473	\$1,182,321	\$1,182,655	\$1,194,889	\$12,568
Interdept. Charges	\$930	\$1,040	\$930	\$930	(\$110)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,317,899	\$1,322,560	\$1,322,560	\$1,338,401	\$15,841
Rev. Over (Under) Exp.	(\$26,380)	\$0	\$0	\$0	\$0

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

Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increased 1.67% or \$21,000, as program operating expenses remain more stable. Other revenues related to investment income decrease \$5,200 based on reduced returns and historical trend estimates.

Personnel costs increase \$3,400 for cost to continue of existing staff. Operating expenses increase \$12,600 to reflect estimated insurance costs.

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

<u>Output Indicators:</u>	2016	2017	2018	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Safety Inspections/Surveys	36	35	22	16	20
Safety Meetings	49	44	65	55	45
Training In-services	26	25	19	28	25
Contracts & Ins Certificates Reviewed	691	697	785	677	700
	2016	2017	2018	2019	2020
<u>Efficiency Indicators:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Total Purchased Insurance Premium	\$759,911	\$773,292	\$867,329	\$951,937	\$1,041,955
Cost of Insurance Per \$1,000 of County Expenditures*	\$3.15	\$3.08	\$3.24	\$3.60	\$3.75
Total Risk Management Expenditures	\$2,759,159	\$2,731,253	\$2,805,573	\$2,943,279	\$3,091,280
Cost of Risk Per \$1,000 of County Expenditures*	\$11.44	\$10.89	\$10.47	\$11.12	\$11.14
County Expenditures excluding Capital Projects and Debt Service*	\$241,124,464	\$250,811,468	\$267,960,645	\$264,732,554	\$277,540,724

* Excludes capital projects and debt service

Activity – Liability & Property Insurance Program**Liability & Property Insurance Program**

<u>Output Indicators:</u>	2016	2017	2018	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of General/Auto Liability Claims	44	37	47	61	47
Paid & Reserve	\$122,201	\$100,743	\$246,082	\$99,223	N/A
Average Cost Per Claim	\$2,777	\$2,723	\$5,236	\$1,627	N/A
# of Property/Auto Physical Claims	64	78	58	63	64
Paid & Reserve Net of Subrogation	\$209,286	\$316,031	\$196,217	\$180,694	N/A
Average Cost Per Claim	\$3,270	\$4,052	\$3,383	\$2,868	N/A
Subrogation Collections	\$60,920	\$15,552	\$13,901	\$13,076	N/A

Activity – Workers' Compensation Program**Worker's Compensation Program**

<u>Output Indicators:</u>	2016	2017	2018	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of Worker's Compensation Claims	91	101	106	108	103
Paid & Reserve Net of Subrogation	\$1,228,241	\$780,423	\$406,381	\$937,722	N/A
Average Cost Per Claim	\$13,497	\$7,727	\$3,834	\$8,683	N/A

Notes:

- Accident year claims data valued as of 01/01/20
- NA=estimates not available due to need for actuarial analysis.

Collections

Administration

Program/ Objective

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	2019	2020	2020	2021	Change From 2020	
	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	\$258,824	\$245,730	\$250,000	\$300,000	\$54,270	22.1%
Interdepartmental	\$475,057	\$489,846	\$455,000	\$474,111	(\$15,735)	-3.2%
Other Revenue	\$178,288	\$214,454	\$169,900	\$196,451	(\$18,003)	-8.4%
Appr. Fund Balance (a)	\$150,000	\$50,000	\$132,280	\$26,415	(\$23,585)	-47.2%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,062,169	\$1,000,030	\$1,007,180	\$996,977	(\$3,053)	-0.3%
Expenditures						
Personnel Costs	\$658,306	\$686,839	\$654,921	\$712,629	\$25,790	3.8%
Operating Expenses (a)	\$91,239	\$97,901	\$165,270	\$102,878	\$4,977	5.1%
Interdept. Charges	\$196,162	\$215,290	\$202,340	\$181,470	(\$33,820)	-15.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$945,707	\$1,000,030	\$1,022,531	\$996,977	(\$3,053)	-0.3%
Rev. Over (Under) Exp.	\$116,462	\$0	(\$15,351)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	6.90	6.80	6.80	6.80	0.00
Extra Help	1.40	1.20	1.20	1.20	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.30	8.00	8.00	8.00	0.00

(a) Fund balance appropriation	2019	2020 Budget	2020 Est.	2021 Budget
Depreciation expense	\$2,057	\$4,012	\$4,012	\$2,759
Open Purchase Orders/Carryovers	\$0	\$0	\$82,280	\$0
To maintain Collections internal cost to departments	\$37,943	\$45,988	\$45,988	\$23,656
To upgrade and convert collection business software	\$110,000	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$150,000	\$50,000	\$132,280	\$26,415

Program Highlights

Charges for service revenue increases \$54,300 reflecting growth in municipal collections. Interdepartmental revenues decrease \$15,700 recognizing historical trends. Other revenues decrease \$18,000 based on anticipated collection volume and the fee revenue associated with those collections. Collections appropriated fund balance decreases by \$23,600 which is budgeted to keep the internal client fee structure lower than the cost to provide the collections service.

Personnel costs increase by \$25,800 mainly to reflect the cost to continue of 8.00 FTE. The 2021 personnel budget includes 1.20 FTE or approximately \$58,700 of temporary extra help. Operating costs increase by \$5,000 due to the Collection Division replacing desk top computers with laptop computers in

Collections

Administration

Program/ Objective

2021 when five of their computers are scheduled to be replaced. The 2021 operating expense budget also includes \$25,000 for credit card fees, \$43,800 for hosting and licensing fees for the collections computer system and \$10,000 to assist with locating debtor contact information.

Interdepartmental charges decrease \$33,800 primarily due to \$32,100 decrease in End User Technology Charges due to the transition from the UNIX based collection system to a hosted, web based collection system resulting in reduced information technology costs.

Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	\$1,557,230	\$1,535,010	1,550,000	\$1,480,245	(\$54,765)
\$ Coll. & Shared with State	\$1,015,789	\$904,365	\$990,000	\$993,000	\$88,635
<u>\$ Coll. for Municipal Customers</u>	<u>\$1,250,108</u>	<u>\$1,281,179</u>	<u>\$1,100,000</u>	<u>\$1,123,400</u>	<u>(\$157,779)</u>
Total \$ Collected	\$3,823,127	\$3,720,554	\$3,640,000	\$3,596,645	(\$123,909)
Total \$ Retained by County	\$2,341,895	\$2,350,290	\$2,296,500	\$2,245,547	(\$104,743)
Accts Referred to Collection Div.	19,005	22,000	20,000	22,000	-
\$ Referred to Collection Division	\$11,685,810	\$13,000,000	\$12,000,000	\$13,000,000	\$0
# of External Intergovernmental Customers	75	73	77	79	6

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 was completed in first quarter 2020.

Performance Measures:

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

Performance Measures:	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Est.	2021 Target
Ratio Collections to Expense (a) (Debt Collected/Collection Expense)	4.18	4.37	4.18	3.88	4.04	3.70	3.70
Waukesha County Recovery % (b)	28.60%	28.40%	27.80%	27.7%	27.7%	25%	25%
Waukesha County Average Liquidation % (c)	31.23%	26.96%	22.17%	26.40%	32.72%	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 provide administrative support services to the public workforce system. The system is governed by workforce development boards as authorized under the Workforce Innovation Opportunity Act. This fund supports interagency cooperation and service delivery among organizations defined as American Job Center system partners. The American Job Center public workforce system serves employers and job seekers across the nation. Waukesha County Department of Administration supports intergovernmental cooperation in a seven-county region (Waukesha-Ozaukee-Washington, Milwaukee, and Racine- Kenosha-Walworth).

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$62,250	\$84,450	\$90,000	\$27,750	44.6%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$305,071	\$232,390	\$256,617	(\$48,454)	-15.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$2,500	\$0	\$0	(\$2,500)	-100.0%
Appr. Fund Balance	\$0	\$50,000	\$27,239	\$41,000	(\$9,000)	-18.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$0	\$419,821	\$344,079	\$387,617	(\$32,204)	-7.7%
Expenditures						
Personnel Costs	\$0	\$137,806	\$137,765	\$141,184	\$3,378	2.5%
Operating Expenses	\$0	\$232,015	\$176,814	\$237,433	\$5,418	2.3%
Interdept. Charges	\$0	\$0	\$4,500	\$9,000	\$9,000	N/A
Fixed Assets	\$0	\$50,000	\$25,000	\$0	(\$50,000)	-100.0%
Total Expenditures	\$0	\$419,821	\$344,079	\$387,617	(\$32,204)	-7.7%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

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

Program Highlights

The American Job Center Fund was a new special revenue fund in the 2020 budget.

General government revenues increase by \$27,800. This revenue is comprised of \$90,000 of revenue from the Regional Workforce Alliance to provide one-stop-operator function and equal opportunity and civil rights compliance for the seven-county region in southeastern Wisconsin. This revenue source increased by \$77,800 in the 2021 budget due to the expansion of the services from three to seven counties. The revenue increase is partially offset by a \$50,000 contribution decrease from WCTC as that is not anticipated in future years.

Charges for service revenue decreases by \$48,500. This revenue reduction is primarily due to the removal of \$30,000 in fees generated from in-person job fairs. For 2021, it is anticipated that job fairs will be conducted on a cost recovery basis with excess revenue being nominal. This revenue also decreases by \$18,500 due to restructure of the Ozaukee County Job Center effective July 2020. American Job Center fund balance of \$41,000 is budgeted in 2021 and provides \$27,000 for pilot training programming and \$14,000 for equipment associated with the Pewaukee Center move to downtown Waukesha.

Personnel costs include the cost to continue for 1.00 FTE workforce development coordinator. Operating expenses increase by \$5,400. This is primarily due to the \$41,000 in one-time fund balance expenditures noted above largely offset by the removal of \$32,600 in job center related expenditures associated with

American Job

Center Fund

Administration

Objective/Program

the restructure of the Ozaukee Job Center. The fund is not including third party temporary help for front desk support or contract information technology support for that center. Fixed assets are not budgeted in the 2021 budget.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective 1: American Job Center Satisfaction

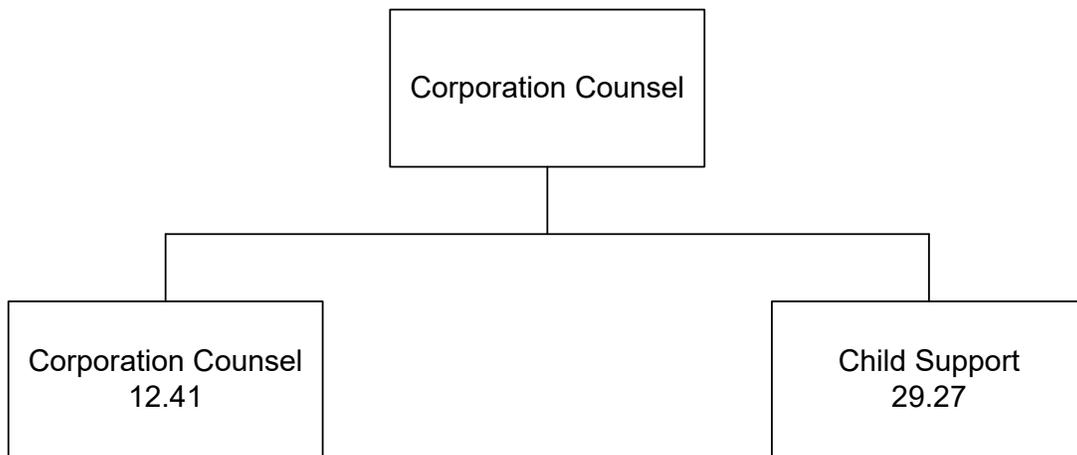
The American Job Center system serves employers and citizens by providing employment, training, education and economic development services through virtual means and at physical locations. Organizations and customers who interact with the American Job Center system express a 90% satisfaction rating with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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Customer Satisfaction Survey results from clients receiving services	94%	90%	90%	90%
NEW Organization Satisfaction Survey results from partners receiving services from Waukesha County Department of Administration	N/A	90%	90%	90%

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.68 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	2019 Actual	2020		2021 Budget	Change From 2020 Adopted Budget	
		Adopted Budget	2020 Estimate		\$	%
Corporation Counsel						
Revenues	\$525,185	\$579,396	\$605,633	\$589,068	\$9,672	1.7%
County Tax Levy	\$864,151	\$894,512	\$894,512	\$880,433	(\$14,079)	-1.6%
Expenditures	\$1,299,682	\$1,473,908	\$1,416,773	\$1,469,501	(\$4,407)	-0.3%
Rev. Over (Under) Exp.	\$89,654	\$0	\$83,372	\$0	\$0	N/A
Child Support						
Revenues (a)	\$2,232,390	\$2,377,487	\$2,354,886	\$2,477,541	\$100,054	4.2%
County Tax Levy	\$381,096	\$385,735	\$385,735	\$409,814	\$24,079	6.2%
Expenditures	\$2,543,929	\$2,763,222	\$2,698,255	\$2,887,355	\$124,133	4.5%
Rev. Over (Under) Exp.	\$69,557	\$0	\$42,366	\$0	\$0	N/A
Total All Funds						
Revenues	\$2,757,575	\$2,956,883	\$2,960,519	\$3,066,609	\$109,726	3.7%
County Tax Levy	\$1,245,247	\$1,280,247	\$1,280,247	\$1,290,247	\$10,000	0.8%
Expenditures	\$3,843,611	\$4,237,130	\$4,115,028	\$4,356,856	\$119,726	2.8%
Rev. Over (Under) Exp.	\$159,211	\$0	\$125,738	\$0	\$0	N/A
Position Summary (Combined FTE)						
Regular Positions	41.00	41.00	41.00	41.00	0.00	
Extra Help	0.75	0.55	0.55	0.63	0.08	
Overtime	0.08	0.05	0.05	0.05	0.00	
Total	41.83	41.60	41.60	41.68	0.08	

(a) Child Support revenues include State General Purpose Revenue (GPR) of \$240,562 in 2019 actual, \$244,642 in 2020 adopted budget, and \$246,347 in 2021 budget, which is eligible to be matched pursuant to 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	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$3,788	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$37	\$200	\$5,113	\$5,090	\$4,890	2445.0%
Interdepartmental	\$524,521	\$579,196	\$578,196	\$583,978	\$4,782	0.8%
Other Revenue	\$627	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$18,536	\$0	\$0	N/A
County Tax Levy (Credit)	\$864,151	\$894,512	\$894,512	\$880,433	(\$14,079)	-1.6%
Total Revenue Sources	\$1,389,336	\$1,473,908	\$1,500,145	\$1,469,501	(\$4,407)	-0.3%
Expenditures						
Personnel Costs	\$1,163,935	\$1,321,924	\$1,230,773	\$1,278,627	(\$43,297)	-3.3%
Operating Expenses	\$55,444	\$69,143	\$106,018	\$105,945	\$36,802	53.2%
Interdept. Charges	\$80,303	\$82,841	\$79,982	\$84,929	\$2,088	2.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,299,682	\$1,473,908	\$1,416,773	\$1,469,501	(\$4,407)	-0.3%
Rev. Over (Under) Exp.	\$89,654	\$0	\$83,372	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	11.85	11.85	11.85	11.85	0.00
Extra Help	0.75	0.55	0.55	0.55	0.00
Overtime	0.04	0.01	0.01	0.01	0.00
Total FTEs	12.64	12.41	12.41	12.41	0.00

Program Highlights

Total revenue in the Corporation Counsel office decreases by \$4,400 or 0.3% to \$1,469,500 in the 2021 budget. Based on prior year trends, and future anticipated requests for services, the interdepartmental revenue increase of \$4,800 includes a \$5,800 increase for legal services provided to HHS offset by the elimination of \$1,000 in of legal fees for collection services. Also, there is an increase of \$5,000 in rental collections from the contractor of the Children First Program. County tax levy decreases by \$14,100 or 1.6% to \$880,400 in 2021.

Personnel costs decrease by \$43,300 or 3.3% to \$1,278,600 for 12.41 FTE's mostly related to health insurance cost decreases of \$43,300 due to changes in employee benefit selections that are offset by insurance rate increases. In addition, 1.00 FTE senior attorney was transferred out to Child Support and a lower cost 1.00 FTE attorney position was transferred into this program. These lower costs are offset by cost to continue.

Operating expenses increase by \$36,800 or 53.2% to \$105,900, driven principally by increased legal costs for union collective bargaining of \$10,500, arbitration of \$15,200 and other external paralegal/legal services of \$5,400, contracted services of \$1,500 and filing fees of \$1,000.

Interdepartmental charges decrease by \$2,100 or 2.5% to \$85,000, mainly due to a \$1,600 increase in end user technology charges and \$500 increase in fixed telephone.

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:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Percent of contracts reviewed and returned within 72 hours (Dept. standard is 4 business days)	95%	>90%	>95%	>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	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Total Number of Cases Filed						
Claims Received	55	49	52	45	50	(2)
Lawsuits Monitored	25	25	20	25	25	5
Contracts Reviewed	285	212	300	215	275	(25)
Resolutions/Ordinances Reviewed	113	127	115	130	130	15

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	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,130	1,017	1,100	1,180	1,100	0
Guardianships/Protective Placements:						
- Adults	522	415	525	400	450	(75)
- Juveniles	51	26	50	50	50	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection Services (CHIPS) & Truancy cases	582	508	610	450	575	(35)
- Termination of Parental Rights (TPR)	11	19	20	20	20	0

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