
TABLE OF CONTENTS

GENERAL ADMINISTRATION

| | |
|---|------------|
| General Administration Functional Area Summary | 383 |
| County Executive | |
| Fund: General | 387 |
| County Board | |
| Fund: General | 393 |
| County Clerk | |
| Fund: General | 401 |
| County Treasurer | |
| Fund: General | 407 |
| Department of Administration ALL FUNDS..... | 415 |
| Fund: General | 419 |
| Fund: End User Technology..... | 431 |
| Fund: Risk Management | 437 |
| Fund: Communications | 441 |
| Fund: Collections | 444 |
| Corporation Counsel ALL FUNDS..... | 447 |
| Fund: General | 450 |

GENERAL ADMINISTRATION

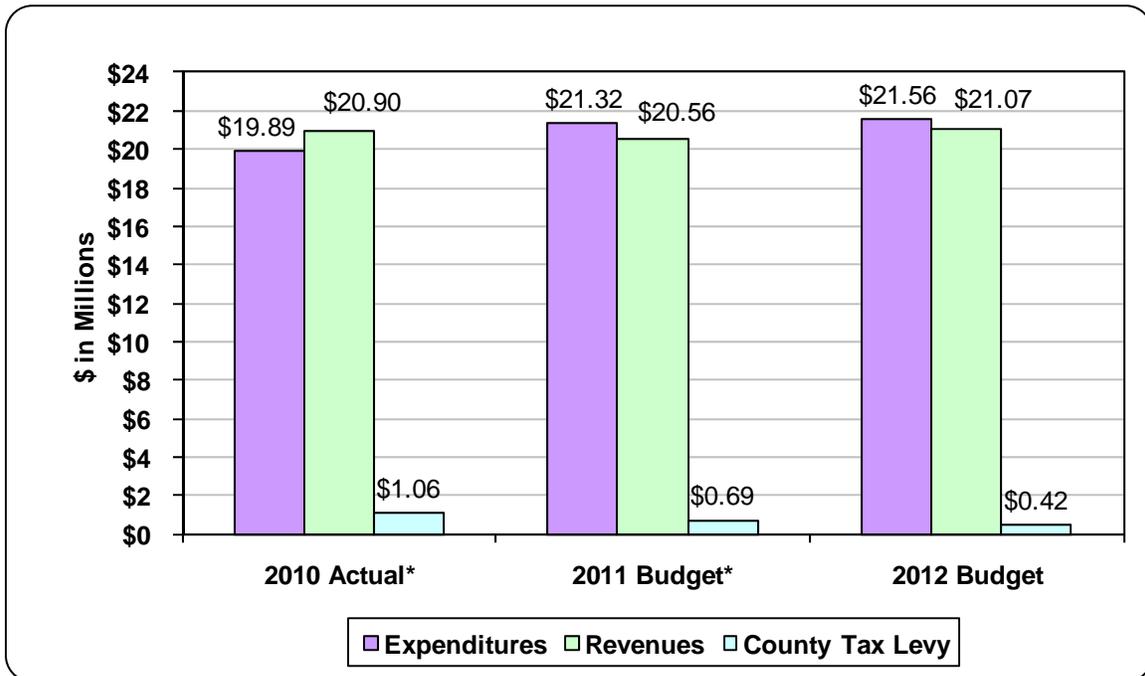
Functional Area Budget Highlights

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

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



*The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

The 2012 Expenditure Budget for this functional area totals \$21,563,104, after adjustments to exclude proprietary fund capitalized fixed asset items. This is an increase of \$238,838 or 1.1% from the 2011 Adopted Budget. Budgeted revenues, including \$1,694,428 of fund balance appropriations, total \$21,073,088 an increase of \$512,649 or 2.5% from the 2011 Adopted Budget. The Tax Levy necessary to fund this functional area totals \$417,228, a decrease of \$272,381 or 39.5% from the 2011 Adopted Budget mostly due to Tax Levy reallocation from the End User Technology Fund to Departmental budgets to reduce the Fund subsidy and reflect program use.

**** GENERAL ADMINISTRATION ****

Functional Area Summary by Agency

| | 2010 Actual | 2011 Adopted Budget | 2011 Estimate | 2012 Budget | Change from 2011 Adopted Budget | |
|---|----------------|---------------------------|------------------|----------------|------------------------------------|--------|
| | | | | | \$ | % |
| * TOTAL GENERAL ADMINISTRATION * | | | | | | |
| Revenues (a)(e) | \$20,895,486 | \$20,560,439 | \$21,114,005 | \$21,073,088 | \$512,649 | 2.5% |
| County Tax Levy (c)(e) | \$1,058,992 | \$689,609 | \$689,609 | \$417,228 | (\$272,381) | -39.5% |
| Expenditure (b)(e) | \$19,888,583 | \$21,324,266 | \$21,165,089 | \$21,563,104 | \$238,838 | 1.1% |
| Rev. Over (Under) Exp. (e) | \$1,204,132 | - | \$482,109 | - | - | N/A |
| Oper Income/(Loss) (d) | \$861,763 | (\$74,218) | \$156,416 | (\$72,788) | 1,430 | -1.9% |
| BREAKDOWN BY AGENCY | | | | | | |
| COUNTY EXECUTIVE | | | | | | |
| Revenues | \$14,314 | \$10,500 | \$11,500 | \$11,500 | \$1,000 | 9.5% |
| County Tax Levy | \$548,569 | \$548,569 | \$548,569 | \$547,569 | (\$1,000) | -0.2% |
| Expenditure | \$480,367 | \$559,069 | \$521,090 | \$559,069 | \$0 | 0.0% |
| Rev. Over (Under) Exp. | \$82,516 | - | \$38,979 | - | - | N/A |
| COUNTY BOARD | | | | | | |
| Revenues | \$105,798 | \$0 | \$155,474 | \$0 | \$0 | N/A |
| County Tax Levy | \$1,310,373 | \$1,215,862 | \$1,215,862 | \$1,172,875 | (\$42,987) | -3.5% |
| Expenditure | \$1,100,282 | \$1,215,862 | \$1,284,963 | \$1,172,875 | (\$42,987) | -3.5% |
| Rev. Over (Under) Exp. | \$315,889 | - | \$86,373 | - | - | N/A |
| COUNTY CLERK | | | | | | |
| Revenues (a) | \$357,426 | \$208,592 | \$330,220 | \$377,245 | \$168,653 | 80.9% |
| County Tax Levy | \$300,102 | \$310,360 | \$310,360 | \$312,360 | \$2,000 | 0.6% |
| Expenditure | \$626,726 | \$518,952 | \$636,466 | \$689,605 | \$170,653 | 32.9% |
| Rev. Over (Under) Exp. | \$30,802 | - | \$4,114 | - | - | N/A |
| COUNTY TREASURER | | | | | | |
| Revenues | \$8,376,640 | \$8,055,250 | \$8,236,148 | \$7,932,250 | (\$123,000) | -1.5% |
| County Tax Levy (c) | (\$7,418,719) | (\$7,400,462) | (\$7,400,462) | (\$7,288,462) | \$112,000 | 1.5% |
| Expenditure | \$567,425 | \$654,788 | \$628,474 | \$643,788 | (\$11,000) | -1.7% |
| Rev. Over (Under) Exp. | \$390,496 | - | \$207,212 | - | - | N/A |
| DEPARTMENT OF ADMINISTRATION | | | | | | |
| Revenues (a)(e) | \$11,578,197 | \$11,833,997 | \$11,932,573 | \$12,299,993 | \$465,996 | 3.9% |
| County Tax Levy (e) | \$5,317,479 | \$5,009,264 | \$5,009,264 | \$4,642,854 | (\$366,410) | -7.3% |
| Expenditure (b)(e) | \$15,767,661 | \$16,917,479 | \$16,660,252 | \$17,015,635 | \$98,156 | 0.6% |
| Rev. Over (Under) Exp. (e) | \$266,252 | - | \$125,169 | - | - | N/A |
| Oper Income/(Loss) (d) | \$861,763 | (\$74,218) | \$156,416 | (\$72,788) | \$1,430 | -1.9% |
| CORPORATION COUNSEL | | | | | | |
| Revenues | \$463,111 | \$452,100 | \$448,090 | \$452,100 | \$0 | 0.0% |
| County Tax Levy | \$1,001,188 | \$1,006,016 | \$1,006,016 | \$1,030,032 | \$24,016 | 2.4% |
| Expenditure | \$1,346,122 | \$1,458,116 | \$1,433,844 | \$1,482,132 | \$24,016 | 1.6% |
| Rev. Over (Under) Exp. | \$118,177 | - | \$20,262 | - | - | N/A |

(a) The 2012 Budget includes a total of \$1,694,428 of Fund Balance appropriations, which includes \$155,000 for the County Clerk, \$662,779 for the DOA End User Technology Program, \$153,892 for DOA Records Management, \$368,254 for DOA Risk Management, \$32,462 for DOA Communications, \$314,441 for DOA Collections, and \$7,600 in DOA Human Resources. The 2011 Budget includes a total of \$1,713,506 of Fund Balance appropriations, which includes \$846,779 for the DOA End User Technology program, \$41,685 for DOA Records Management, \$528,522 for DOA Risk Management, \$34,399 for DOA Communications, \$260,621 for DOA Collections, and \$1,500 in DOA Human Resources.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. Total 2012 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of \$482,691. Total 2011 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of \$529,280.

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

(d) 2010 Actual 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.

(e) The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2012 Budget include:

- The **County Board Chair's Office** personnel costs decreased by \$42,524 or 4.5%. There was no change in the number of FTE positions but the decrease in costs are mainly due to Act 10 requiring a first time 50% employee contributions to the WI retirement system.
- The **County Clerk's Office** expenditures increase by about \$170,700 to an expenditure level of \$689,600, mainly for election costs related to the higher number of elections expected to be held in 2012, including the presidential elections. Most of this increase is funded with one-time General Fund Balance of \$155,000.
- The **Office of the Treasurer** revenues include an estimated decrease in investment income of \$100,000 to \$4.8 million due to estimated lower investment returns. Agricultural Use Conversion fee revenue are also budgeted to decrease by \$35,000 based on the lack of recovery in the real estate land development market.
- The **Department of Administration (DOA)-General Fund** budget includes approximately \$24,000 in personnel cost savings from the replacement of a vacant Real Property Tax Lister position with a lower-cost Program Assistant position in the Tax Listing Program. This program was transferred to the DOA-General Fund from the Register of Deeds Office mid-year 2011 through County Board enrolled ordinance 166-29.
- **DOA-End User Technology Internal Service Fund (EUTF)** expenditure budget appropriations decreases by about \$123,500 or 2%. The last remaining Tax Levy subsidy of \$379,900 for the End User Technology program (budgeted in 2011) is shifted out departments to reflect total cost of computer ownership and IT resources usage. Departments now bear about 86% of the Technology costs captured in EUTF.
- **DOA-Risk Management** division expenditures increase less than 1% or \$19,600 to \$2,548,800. This primarily reflects an increase in current year Worker's Compensation self-insured claims and higher estimated future claims payments based on historical trends. Risk Management expenditures are subsidized with General Fund Balance of \$368,300 which is decreased by a \$160,300 and intended to be phased-out over the next four years. Interdepartmental revenue charge back to departments increase of \$165,100 to reflect the costs in departments based on claims experience and risk exposure and reduces the General Fund balance subsidy.
- **DOA-Collections** division will continue to provide a Tax Levy credit of \$120,000, the same as the 2011 budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Due to the anticipation of a new major client, Charges for Service revenues increase by \$145,800, which is partially offset by increases in temporary extra help and related benefit costs for about 3 FTE positions at an estimated cost of \$122,100.

**BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND**

GENERAL ADMINISTRATION

| Agency | Fund | 2010 Actual (a) | 2011 Adopted Budget (a) | 2011 Modified Budget (a) | 2012 Budget | 11-12 Change |
|--------------------------|--------------------------|--------------------|-------------------------------|--------------------------------|----------------|-----------------|
| COUNTY EXECUTIVE | General | 4.50 | 4.50 | 4.50 | 4.65 | 0.15 |
| COUNTY BOARD | General | 7.00 | 7.00 | 7.00 | 7.00 | - |
| COUNTY CLERK | General | 4.00 | 4.00 | 4.00 | 4.00 | - |
| TREASURER | General | 6.00 | 6.00 | 6.00 | 5.50 | (0.50) |
| DEPT. OF ADMINISTRATION | General (a) | 55.60 | 55.60 | 55.60 | 55.60 | - |
| | End User Technology | 26.60 | 26.60 | 26.60 | 26.60 | - |
| | Risk Management | 3.20 | 3.20 | 3.20 | 3.20 | - |
| | Communications | 2.35 | 2.35 | 2.35 | 2.35 | - |
| | Collections | 5.75 | 5.75 | 5.75 | 5.75 | - |
| | Subtotal Dept. of Admin. | 93.50 | 93.50 | 93.50 | 93.50 | - |
| CORPORATION COUNSEL | General | 11.40 | 11.40 | 11.40 | 11.40 | - |
| TOTAL REGULAR POSITIONS | | 126.40 | 126.40 | 126.40 | 126.05 | (0.35) |
| TOTAL EXTRA HELP | | 10.33 | 10.69 | 10.75 | 15.61 | 4.92 |
| TOTAL OVERTIME | | 0.18 | 0.19 | 0.23 | 0.28 | 0.09 |
| TOTAL BUDGETED POSITIONS | | 136.91 | 137.28 | 137.38 | 141.94 | 4.66 |

(a) The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

2012 BUDGET ACTIONS

County Executive

Increase Regular Positions by 0.15 FTE

County Clerk

Increase Extra Help by 0.59 FTE

Increase Overtime by 0.01 FTE

County Treasurer

Decrease Regular Positions by 0.50 FTE

Increase Extra Help by 0.01 FTE

Decrease Overtime by 0.01 FTE

Department of Administration - General Fund

Increase Extra Help by 0.26 FTE

Increase Overtime by 0.03 FTE

Department of Administration - End User Technology Fund

Increase Extra Help by 0.83 FTE

Department of Administration - Collections

Increase Extra Help by 3.02 FTE

Corporation Counsel

Increase Extra Help by 0.15 FTE

Increase Overtime by 0.02 FTE

2011 CURRENT YEAR ACTIONS

County Clerk

Increase Extra Help by 0.06 FTE (Enrolled Ordinance 166-30)

Increase Overtime by 0.04 FTE (Enrolled Ordinance 166-30)

Department of Administration - General Fund

Abolish Real Property Tax Lister by 1.00 FTE (Enrolled Ordinance 166-29)

Create Program Assistant by 1.00 FTE (Enrolled Ordinance 166-29)

Corporation Counsel

Transferred 0.40 FTE Attorney from General Legal Services to Child Support

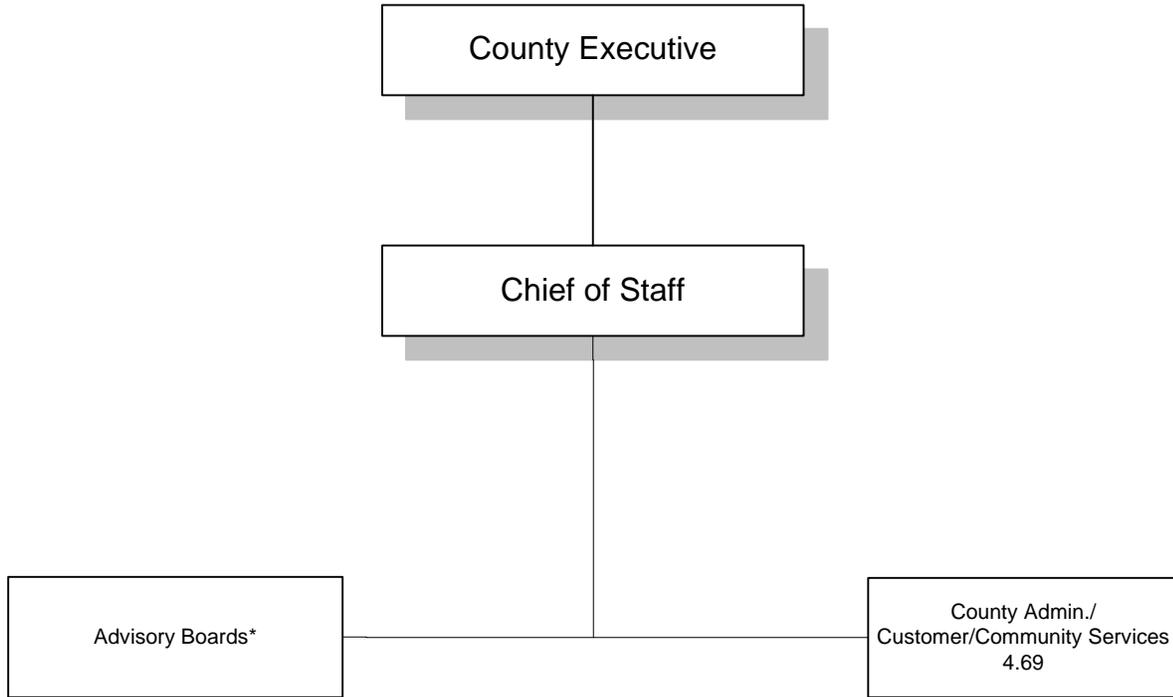
Transferred 0.40 FTE Senior Attorney from Child Support to General Legal Services

Reclassification of 1.0 FTE from Attorney to Senior Attorney in General Legal Services

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.69 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 | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|------------------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| | Actual | Adopted Budget | Estimate | Budget | Adopted Budget | |
| | | | | | \$ | % |
| Revenues | | | | | | |
| General Government | \$904 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Other Revenue (a) | \$13,410 | \$10,500 | \$11,500 | \$11,500 | \$1,000 | 9.5% |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| County Tax Levy | \$548,569 | \$548,569 | \$548,569 | \$547,569 | (\$1,000) | -0.2% |
| Total Revenue Sources | \$562,883 | \$559,069 | \$560,069 | \$559,069 | \$0 | 0.0% |
| Expenditures | | | | | | |
| Personnel Costs | \$430,489 | \$477,219 | \$451,651 | \$484,395 | \$7,176 | 1.5% |
| Operating Expenses | \$28,570 | \$53,857 | \$43,918 | \$45,700 | (\$8,157) | -15.1% |
| Interdept. Charges | \$21,308 | \$27,993 | \$24,643 | \$28,974 | \$981 | 3.5% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$480,367 | \$559,069 | \$520,212 | \$559,069 | \$0 | 0.0% |
| Rev. Over (Under) Exp. | \$82,516 | \$0 | \$39,857 | \$0 | \$0 | N/A |

Position Summary (FTE)

| | | | | | |
|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions (b) | 4.50 | 4.50 | 4.50 | 4.65 | 0.15 |
| Extra Help | 0.00 | 0.04 | 0.04 | 0.04 | 0.00 |
| Overtime | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | 4.50 | 4.54 | 4.54 | 4.69 | 0.15 |

(a) The Other Revenue primarily relates to the County Executive award luncheon.

(b) Increase in 2012 budget results from increased allocation of a clerical support to this budget (from 0.50 FTE to 0.65 FTE) to help with additional workload and office coverage and also due to federal funding reductions in the Community Development program which partially funds this position.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

| Performance Measure: | 2010 Actual | 2011 Actual | 2012 Target |
|-----------------------|----------------|----------------|----------------|
| County’s Bond Ratings | AAA/Aaa | AAA/Aaa | AAA/Aaa |

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

Objective 2: Provide constituents with timely, courteous and professional assistance and service.

Key Outcome Indicator: Percent of positive, unsolicited responses generated from the Citizen Comment Card above the department standard of 80%.

| Performance Measure: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|--------------------------------------|----------------|----------------|------------------|----------------|
| Percent of positive survey responses | 70% | 85% | 92% | 90% |

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

Objective 3: The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30th. *

Key Outcome Indicator: Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

| Performance Measure: | 2005 - 2009 Actual | 2006-2010 Actual | 2007-2011 Actual |
|--|-----------------------|---------------------|---------------------|
| Average annual CPI-U core (less food and energy) % increase over the five year period. | 2.31% | 2.06% | 1.85% |
| Average annual tax increase % on the medium value home over the 5 year period | 0.44% | 0.40% | 0.56% |

* Year ending June 30th is consistently used since it represents the period preceding the budget development process.

Objective 4: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County’s equalized value.

| Performance Measure | 2009 Actual | 2010 Actual | 2011 Actual |
|----------------------------------|-----------------|-----------------|-----------------|
| \$ Amount of New Construction ** | \$568.1 million | \$397.6 million | \$320.1 million |
| % of Change | 1.1% | 0.8% | 0.64% |

***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.*

County Administration/Customer/Community Services

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

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. 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.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 4.50 | 4.54 | 4.50 | 4.69 | 0.15 |
| General Government | \$904 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue (a) | \$13,410 | \$10,500 | \$11,500 | \$11,500 | \$1,000 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$513,450 | \$513,788 | \$513,788 | \$517,605 | \$3,817 |
| Total Revenues | \$527,764 | \$524,288 | \$525,288 | \$529,105 | \$4,817 |
| Personnel Costs | \$415,233 | \$452,812 | \$431,699 | \$463,906 | \$11,094 |
| Operating Expenses | \$22,473 | \$43,483 | \$35,538 | \$36,225 | (\$7,258) |
| Interdept. Charges | \$21,308 | \$27,993 | \$24,643 | \$28,974 | \$981 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$459,014 | \$524,288 | \$491,880 | \$529,105 | \$4,817 |
| Rev. Over (Under) Exp. | \$68,750 | - | \$33,408 | - | - |

(a) The other revenue primarily relates to the County Executive award luncheon to reimburse costs of the luncheon.



Program Highlights

Personnel costs are increased by \$11,094 mainly related to costs to continue the current staff. Also, a greater share of a Clerk Typist I/II position is being allocated to this program budget from the Community Development fund (increased by 0.15 FTE from 0.50 FTE to 0.65 FTE) to help with additional workload and office coverage. Also, the 2012 budget reflects increased insurance costs as a result of employees selection of health insurance coverage (from single to family) related to position turnover. These costs are mostly offset by lower Wisconsin Retirement System pension costs, as a result of the State Budget Repair Bill requiring most County employees to contribute 50 percent to the County's share of these costs. Operating expenses decrease mostly related to a reduction in printing costs due to greater use of the internet and electronic media.

Activity Data

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget |
|--|----------------|----------------|------------------|----------------|
| Dept. Heads Report directly to County Exec (a) | 8 | 8 | 8 | 8 |
| Funding quality services and keeping taxes low by limiting administrative support costs. | | | | |
| % of County Property Taxes Spent on Admin. Functional Area | <1% | <1% | <1% | <1% |
| 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. (b) | 97 | 100 | 103 | 400 (c) |

(a) Includes Corporation Counsel and UW Extension

(b) Does not include news releases drafted by departments for County Executive's Office review.

(c) Includes reviews of other department news releases and electronic media.

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.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|---|-----------------|------------------|-----------------|------------------|
| Staffing (FTE) | No Staff Allocated or Budgeted in this program | | | | |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$35,119 | \$34,781 | \$34,781 | \$29,964 | (\$4,817) |
| Total Revenues | \$35,119 | \$34,781 | \$34,781 | \$29,964 | (\$4,817) |
| Personnel Costs | \$15,256 | \$24,407 | \$19,952 | \$20,489 | (\$3,918) |
| Operating Expenses | \$6,097 | \$10,374 | \$8,380 | \$9,475 | (\$899) |
| Interdept. Charges | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$21,353 | \$34,781 | \$28,332 | \$29,964 | (\$4,817) |
| Rev. Over (Under) Exp. | \$13,766 | - | \$6,449 | - | - |



Program Highlights

Overall expenses for the Boards and Commissions per diems, mileage and other related expenses are budgeted to decrease slightly in 2012 based on prior year requests.



Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

| | Boards & Commissions Members | | Avg. Meetings |
|---|---------------------------------|----------|---------------|
| | Co. Board | Citizens | Per Month |
| Health & Human Services Board | 4 | 6 | 1.5 |
| Park & Planning Commission | 3 | 4 | 2.0 |
| Aging and Disability Resource Center Advisory Board | 1 | 12 | 1.0 |
| Federated Library Board | 2 | 5 | 1.0 |
| Housing Authority | 2 | 3 | 0.33 |
| Wisconsin River Rail Transit Commission | 1 | 2 | 0.33 |
| Airport Commission | 1 | 4 | 1.0 |
| Board of Adjustment | 0 | 5 | 1.0 |
| Ethics Board | 0 | 3 | As needed |

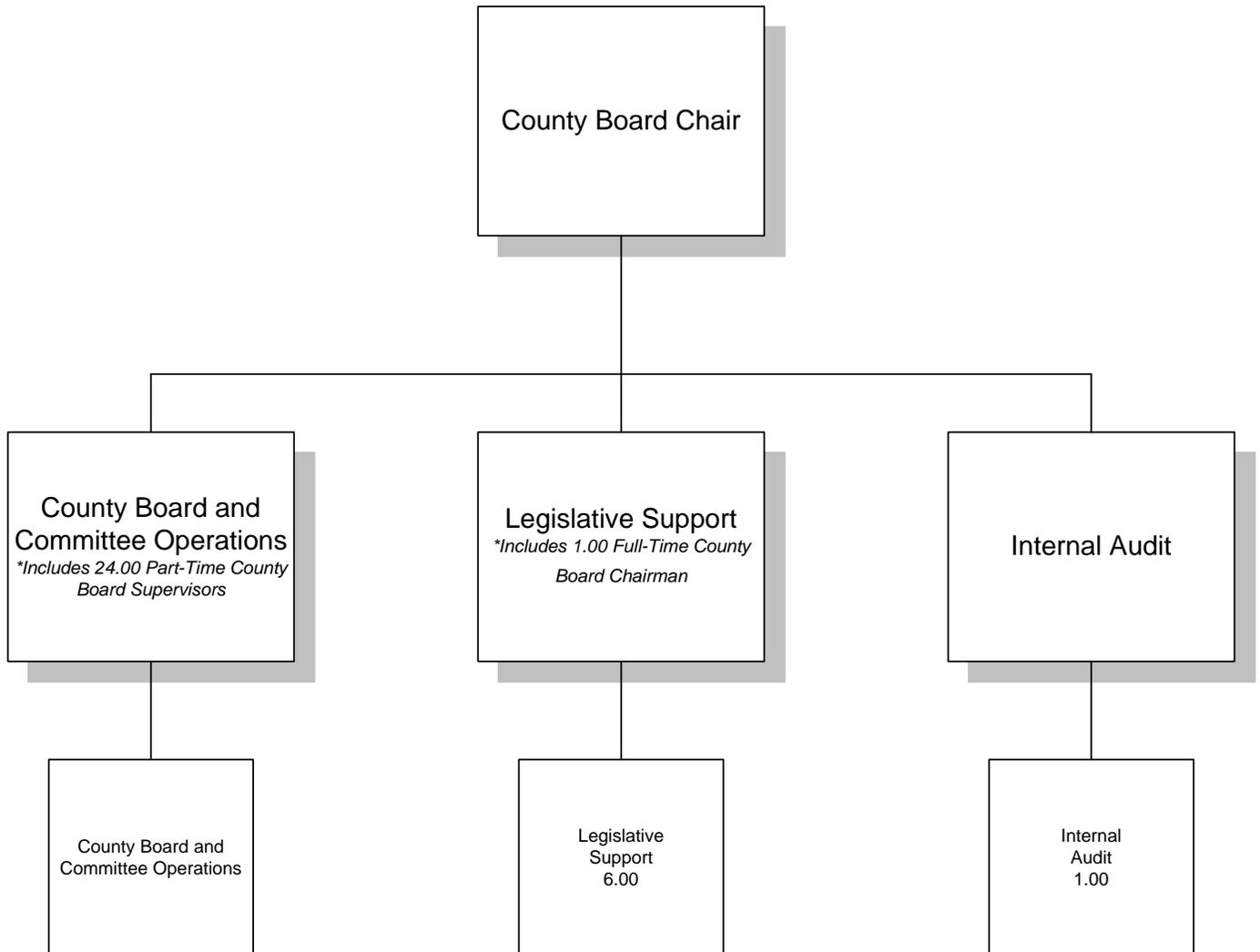
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the CDBG budget and the Veteran Service Commission which is included in the Veteran Services office budget.

Also, employees are appointed to the Future Parkland Standing Committee; Superior Emerald Park Standing Committee, 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



7.00 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

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, welfare and quality of the life 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 personnel committees deal with administrative policy matters, whereas the remaining four standing committees, judiciary and law enforcement; health and human services; land use, parks and environment; and public works, are concerned with policy matters affecting public services.

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

| Financial Summary | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------|
| | Actual(a) | Adopted Budget | Estimate(b) | Budget | Adopted Budget | |
| | | | | | \$ | % |
| Revenues | | | | | | |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Other Revenue (c) | \$1,781 | \$0 | \$0 | \$0 | \$0 | N/A |
| Appr. Fund Balance (a) (b) | \$104,017 | \$0 | \$155,474 | \$0 | \$0 | N/A |
| County Tax Levy | \$1,310,373 | \$1,215,862 | \$1,215,862 | \$1,172,875 | (\$42,987) | -3.5% |
| Total Revenue Sources | \$1,416,171 | \$1,215,862 | \$1,371,336 | \$1,172,875 | (\$42,987) | -3.5% |
| Expenditures | | | | | | |
| Personnel Costs | \$907,141 | \$949,627 | \$908,412 | \$907,103 | (\$42,524) | -4.5% |
| Operating Expenses | \$166,018 | \$234,329 | \$346,587 | \$234,368 | \$39 | 0.0% |
| Interdept. Charges | \$27,123 | \$31,906 | \$29,964 | \$31,404 | (\$502) | -1.6% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$1,100,282 | \$1,215,862 | \$1,284,963 | \$1,172,875 | (\$42,987) | -3.5% |
| Rev. Over (Under) Exp. | \$315,889 | - | \$86,373 | - | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions | 7.00 | 7.00 | 7.00 | 7.00 | 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 | 7.00 | 7.00 | 7.00 | 7.00 | 0.00 |

(a) General Fund Balance of \$104,017 is related to carry-over expenditure authority from the 2009 budget to the 2010 budget in the internal audit program for the following: 1.) \$35,000 for a general controls audit of Department of Health and Human Services billing and accounts receivable; 2.) \$60,075 for general controls audit of information technology network operations; 3.) \$2,310 for a Department of Public Works-Central Fleet Division audit; 4.) \$6,632 for a Emergency Preparedness-Communications Center audit.

(b) General Fund Balance of \$155,474 is related to carry-over expenditure authority from the 2010 budget to the 2011 budget in the internal audit program for the following: 1) \$20,790 for an audit of the Department of Public Works-Central Fleet Division; 2) \$59,684 for an audit of the Waukesha County Communications Center; and 3) \$75,000 for completion of internal audit projects from the 2010 audit plan which were delayed due to additional projects added to the plan in 2010.

(c) \$1,781 of unbudgeted general donations revenue was realized in 2010 through donations from the county board supervisors.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

| Performance Measure: | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Target |
|----------------------|----------------|----------------|----------------|----------------|
| County's Bond Rating | AAA/Aaa | AAA/Aaa | AAA/Aaa | AAA/Aaa |

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

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

| Performance Measure: | 2009 Actual | 2010 Actual | 2011 Actual |
|--------------------------------|-----------------|-----------------|-----------------|
| \$ Amount of New Construction* | \$568.1 million | \$397.6 million | \$320.1 million |
| % of Change | 1.1% | 0.8% | 0.64% |

**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.*

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

Objective 3: Complete operational, performance and financial audits to promote efficiency and economy, adequate internal controls, and implementation of best practices. (Internal Audit)

Anticipated 2012 audits include: implementation of the county cashing system, employee flexible spending account, UW Cooperative Extension, Parks and Land Use, Emergency Management, and ADRC operations.

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

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|-------------------|
| Staffing (FTE) | 6.00 | 6.00 | 6.00 | 6.00 | 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 | \$689,861 | \$588,497 | \$588,497 | \$564,955 | (\$23,542) |
| Total Revenues | \$689,861 | \$588,497 | \$588,497 | \$564,955 | (\$23,542) |
| Personnel Costs | \$507,679 | \$532,694 | \$503,248 | \$507,615 | (\$25,079) |
| Operating Expenses | \$10,067 | \$26,897 | \$22,625 | \$28,936 | \$2,039 |
| Interdept. Charges | \$25,703 | \$28,906 | \$28,464 | \$28,404 | (\$502) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$543,449 | \$588,497 | \$554,337 | \$564,955 | (\$23,542) |
| Rev. Over (Under) Exp. | \$146,412 | - | \$34,160 | - | - |



Program Highlights

Personnel cost increases are reduced due to the state budget repair bill (Act 10) requiring most county employees to contribute 50% of Wisconsin Retirement System (WRS) pension costs, significantly reducing the county's share of costs. Personnel costs savings also reflect the prior year action of unfunding two positions and replacing it with one under-filled programs and project analyst. These expenditure and related tax levy reductions will help to mostly offset state revenue reduction in other department budgets.

Chairman and staff work to promote lower government costs through public policy research advisements, as well as work with the Local Government Institute, Supreme Court Policy and Planning Committee, Wisconsin Workforce Development Association, Waukesha County Economic Development Corporation, Waukesha-Ozaukee-Washington Tri-County Policy Board, Southeastern Wisconsin Regional Planning Commission, Criminal Justice Committees, and others.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|--|----------------|----------------|------------------|----------------|------------------|
| Activity-Workload Data | | | | | |
| Committee agenda/minutes prepared | 245 | 275 | 250 | 250 | (25) |
| Advisement to committees by staff | 260 | 250 | 250 | 250 | 0 |
| Staff participating in community events/meetings/conferences | 160 | 100 | 150 | 150 | 50 |
| Reviewing and advising on state legislative issues | 210 | 200 | 200 | 200 | 0 |

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Provide funds for the personnel and direct costs associated with twenty-five county board supervisors, county board committees and the professional associations to which it belongs.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|--|------------------|------------------|------------------|------------------|-------------------|
| Staffing (FTE) | | | | | |
| No Budgeted Support Staff Allocated | | | | | |
| 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 (a) | \$1,781 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$375,251 | \$376,454 | \$376,454 | \$360,750 | (\$15,704) |
| Total Revenues | \$377,032 | \$376,454 | \$376,454 | \$360,750 | (\$15,704) |
| Personnel Costs | \$266,632 | \$277,872 | \$270,216 | \$264,168 | (\$13,704) |
| Operating Expenses | \$46,893 | \$95,582 | \$58,412 | \$93,582 | (\$2,000) |
| Interdept. Charges | \$1,420 | \$3,000 | \$1,500 | \$3,000 | \$0 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$314,945 | \$376,454 | \$330,128 | \$360,750 | (\$15,704) |

| | | | | | |
|------------------------|----------|---|----------|---|---|
| Rev. Over (Under) Exp. | \$62,087 | - | \$46,326 | - | - |
|------------------------|----------|---|----------|---|---|

(a) \$1,781 of unbudgeted general donations revenue was realized in 2010 through donations from the county board supervisors.

Program Highlights

Personnel costs for county board supervisors decrease by \$13,704 due to the state budget repair bill (Act 10) requiring elected officials to contribute to Wisconsin Retirement System (WRS) pension costs, reducing the county's share of costs. These expenditure and related tax levy reductions will help to mostly offset state revenue reductions in other department budgets.

Operating expenses include consulting expenditure appropriations that are generally used for pressing issues that unexpectedly arise and are deemed essential to address immediately.

Related operating expenses, interdepartmental charges and work plans are designed to enhance efficiency of board operations and facilitate the transition to a new county board elected April 2012.

| Activity-Workload Data | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|--------------------------------------|----------------|----------------|------------------|----------------|------------------|
| Ordinances/Resolutions considered | 205 | 150 | 150 | 150 | 0 |
| County Board meetings attended | 326 | 275 | 275 | 275 | 0 |
| Standing Committee meetings attended | 547 | 675 | 675 | 675 | 0 |

Internal Audit

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

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance (a) (b) | \$104,017 | \$0 | \$155,474 | \$0 | \$0 |
| County Tax Levy | \$245,261 | \$250,911 | \$250,911 | \$247,170 | (\$3,741) |
| Total Revenues | \$349,278 | \$250,911 | \$406,385 | \$247,170 | (\$3,741) |
| Personnel Costs | \$132,830 | \$139,061 | \$134,948 | \$135,320 | (\$3,741) |
| Operating Expenses (b) | \$109,058 | \$111,850 | \$265,550 | \$111,850 | \$0 |
| Interdept. Charges | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$241,888 | \$250,911 | \$400,498 | \$247,170 | (\$3,741) |
| Rev. Over (Under) Exp. | \$107,390 | - | \$5,887 | - | - |

(a) General Fund Balance of \$104,017 is related to carry-over expenditure authority from the 2009 budget to the 2010 budget in the internal audit program for the following: 1.) \$35,000 for a general controls audit of Department of Health and Human Services billing and accounts receivable; 2.) \$60,075 for general controls audit of information technology network operations; 3.) \$2,310 for a Department of Public Works-Central Fleet Division audit; 4.) \$6,632 for a Emergency Preparedness-Communications Center audit.

(b) General Fund Balance of \$155,474 is related to carry-over expenditure authority from the 2010 budget to the 2011 budget in the internal audit program for the following: 1) \$20,790 for an audit of the Department of Public Works-Central Fleet Division; 2) \$59,684 for an audit of the Waukesha County Communications Center; and 3) \$75,000 for completion of internal audit projects from the 2010 audit plan which were delayed due to additional projects added to the plan in 2010.



Program Highlights

Personnel cost increases are reduced due to the state budget repair bill (Act 10) requiring most county employees to contribute 50% of Wisconsin Retirement System (WRS) pension costs, reducing the county's share of costs. These expenditure and related tax levy reductions will help to mostly offset state revenue reductions in other department budgets. Operating expenses remain stable and include contracted audit costs.

Audits help ensure safeguarding of county assets, efficiency, management integrity and reliability by identifying cost effective controls throughout county operations. Audit recommendations improve operations that assist administration, supervisors and taxpayers of Waukesha County.

Anticipated 2012 audits include the implementation of the cashiering system, employee flexible spending account, UW Cooperative Extension, Parks and Land Use, Emergency Management, and ADRC operations.

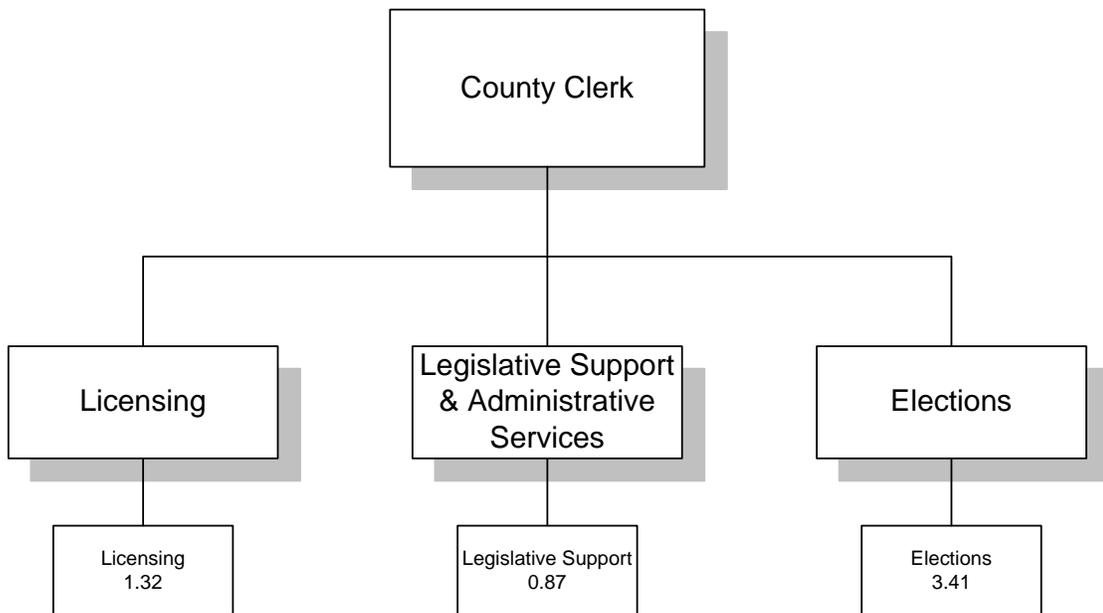
| Activity-Workload Data | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|--|----------------|----------------|------------------|----------------|------------------|
| Audits of department activities | 4 | 5 | 5 | 5 | 0 |
| Consult with departments to assist in various projects | 3 | 2 | 2 | 2 | 0 |
| Follow-up of internal audit and external auditor's recommendations | 1 | 1 | 2 | 2 | 1 |
| Assist in completion of single audit work performed by external auditors | 1 | 1 | 1 | 1 | 0 |

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County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.60 TOTAL FTE'S

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



Statement of Purpose

The Waukesha County electorate chooses the County Clerk, which is a State Constitutional Officer defined by Wisconsin Statutes, every two years. The County Clerk's two main statutory duties are to act as the Waukesha County Election Commissioner and Clerk of the Waukesha County Board.

| Financial Summary | 2010 Actual (a)(b) | 2011 Budget | 2011 Estimate (c) | 2012 Budget (d) | Change From 2011 Adopted Budget | |
|------------------------------|-----------------------|------------------|----------------------|--------------------|------------------------------------|--------------|
| | | | | | \$ | % |
| Revenues | | | | | | |
| General Government | \$70,303 | \$57,992 | \$53,000 | \$70,000 | \$12,008 | 20.7% |
| Fine/Licenses (a) | \$151,524 | \$140,400 | \$140,720 | \$140,720 | \$320 | 0.2% |
| Charges for Services | \$13,654 | \$8,000 | \$9,475 | \$9,225 | \$1,225 | 15.3% |
| Interdepartmental | \$210 | \$300 | \$525 | \$400 | \$100 | 33.3% |
| Other Revenue | \$4,735 | \$1,900 | \$1,300 | \$1,900 | \$0 | 0.0% |
| Appr. Fund Balance (b)(c)(d) | \$117,000 | \$0 | \$125,200 | \$155,000 | \$155,000 | N/A |
| County Tax Levy | \$300,102 | \$310,360 | \$310,360 | \$312,360 | \$2,000 | 0.6% |
| Total Revenue Sources | \$657,528 | \$518,952 | \$640,580 | \$689,605 | \$170,653 | 32.9% |
| Expenditures | | | | | | |
| Personnel Costs (c)(d) | \$344,732 | \$350,043 | \$371,368 | \$374,938 | \$24,895 | 7.1% |
| Operating Expenses (b)(c)(d) | \$250,971 | \$128,750 | \$214,443 | \$275,459 | \$146,709 | 113.9% |
| Interdept. Charges (c) | \$31,023 | \$40,159 | \$50,655 | \$39,208 | (\$951) | -2.4% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$626,726 | \$518,952 | \$636,466 | \$689,605 | \$170,653 | 32.9% |
| Rev. Over (Under) Exp. | \$30,802 | - | \$4,114 | - | - | N/A |

Position Summary (FTE) (b)(c)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Extra Help | 1.07 | 0.89 | 0.95 | 1.54 | 0.65 |
| Overtime | 0.06 | 0.01 | 0.05 | 0.06 | 0.05 |
| Total FTEs | 5.13 | 4.90 | 5.00 | 5.60 | 0.70 |

- (a) Higher 2010 actual license revenue is largely due a temporary increase passport application fees in the summer of 2010 prior to the jump in the federal portion of the fee.
- (b) 2010 Actual Fund Balance includes \$70,000 transferred in from the Contingency Fund to cover above budget fall election number of ballots and related higher costs.
- (c) Higher 2011 Estimate is mainly due to costs associated with Wisconsin Supreme Court Recount, which resulted in a Contingency Fund Transfer of \$125,200. The County Clerk's Office estimates that any additional costs related to state legislature recall elections anticipated for the summer of 2011 will be absorbed within the Department's budget. If costs exceed estimates, an additional funds transfer may be requested.
- (d) 2012 Budget includes one-time General Fund Balance appropriation of \$155,000 for higher estimated costs associated with the higher number of elections in the presidential election year.

County Clerk's Mission is to:

- *manage specific licenses for the County that are mandated by State law & County ordinance*
- *maintain a strong working relationship with all County departments and municipalities*
- *utilize existing technologies to improve efficiency*
- *embrace fiscally responsible practices*
- *establish ongoing relationships and communication with elected officials at the Federal, State and local levels*
- *keep current with the changing election laws*
- *provide expedient and courteous service to our customer*

Program Description

The County Clerk's Office issues marriage licenses and domestic partnership licenses to County residents or out of state customers who are eligible to marry under Wisconsin law; distributes dog licenses, tags and supplies to municipalities as mandated by State law; and accepts and forwards passport applications and all required materials to the U.S. State Department.

| | 2010 Actual (a) | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------------|--------------------|-------------------|-------------------|-------------------|------------------|
| Staffing (FTE) | 1.41 | 1.32 | 1.32 | 1.32 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fine/Licenses (a) | \$151,524 | \$140,400 | \$140,720 | \$140,720 | \$320 |
| Charges for Services | \$12,020 | \$7,500 | \$8,500 | \$8,700 | \$1,200 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenues | \$56 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy/(Credit) | (\$67,107) | (\$43,822) | (\$43,822) | (\$44,365) | (\$543) |
| Total Revenues | \$96,493 | \$104,078 | \$105,398 | \$105,055 | \$977 |
| Personnel Costs | \$71,573 | \$73,703 | \$71,368 | \$72,386 | (\$1,317) |
| Operating Expenses | \$13,373 | \$14,072 | \$14,968 | \$16,572 | \$2,500 |
| Interdept. Charges | \$12,900 | \$16,303 | \$14,944 | \$16,097 | (\$206) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$97,846 | \$104,078 | \$101,280 | \$105,055 | \$977 |
| Rev. Over (Under) Exp. | (\$1,353) | - | \$4,118 | - | - |

(a) Higher 2010 actual license revenue is largely due a temporary increase passport application fees in the summer of 2010 prior to the jump in the federal portion of the fee.



Program Highlights

License revenues consist mostly of marriage license revenues of \$105,000 and passport application fee revenues of \$35,000 (see Activity Table below for numbers of licenses), which remain at the 2011 budgeted level. Domestic partnership license revenues increase slightly by \$320 to \$720 to be more in-line with 2010 actual. Charges for Service revenues increase by \$1,200 to \$8,700, due to an increase in photography revenues related to passports. The Tax Levy credit (of \$44,365) generated by this program helps fund other programs in the County Clerk's Office.

Personnel cost estimates decrease by about \$1,300 to nearly \$72,400, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Operating Expenditures increase by \$2,500 to about \$16,600, mostly due to an increase in next-day postage expenses for passport mailings by \$2,000 to \$4,500. These costs are paid for by passport applicants.



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

| | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Budget | 2012 Budget | Budget Change |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|------------------|
| Marriage Licenses | 1,853 | 1,734 | 1,812 | 1,750 | 1,750 | 0 |
| Re-issued Marriage Licenses | 59 | 55 | 53 | 50 | 50 | 0 |
| Dog Licenses | 18,556 | 18,091 | 17,764 | 18,500 | 18,137 | (363) |
| Passports Applications | 1,352 | 1,294 | 1,536 | 1,400 | 1,400 | 0 |

Program Description

Prepare and publish State statutory required legal election notices. Train inspectors and poll workers. Help with voter registration. Certify to local clerks, pertinent election data. Prepare and distribute ballots and other election supplies to local clerks. Prepare voting machine layouts for municipalities. Receive and tabulate election returns on election night. Canvass the results of all elections held for County, State, and Federal offices within the County. Respond to, and take appropriate action, when necessary, on all questions and complaints regarding the election process within the County and maintain the necessary records for Waukesha County municipalities collaborating on the Statewide Voter Registration System (SVRS) to maintain compliance with Federal election statutes.

| | 2010 Actual (a) | 2011 Budget | 2011 Estimate (b) | 2012 Budget (c) | Budget Change |
|------------------------------|--------------------|------------------|----------------------|--------------------|------------------|
| Staffing (FTE) | 2.92 | 2.71 | 2.81 | 3.41 | 0.70 |
| General Government | \$70,303 | \$57,992 | \$53,000 | \$70,000 | \$12,008 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance (a)(b)(c) | \$117,000 | \$0 | \$125,200 | \$155,000 | \$155,000 |
| County Tax Levy | \$304,966 | \$288,911 | \$288,911 | \$293,498 | \$4,587 |
| Total Revenues | \$492,269 | \$346,903 | \$467,111 | \$518,498 | \$171,595 |
| Personnel Costs (b)(c) | \$218,957 | \$218,613 | \$243,151 | \$245,228 | \$26,615 |
| Operating Expenses (a)(b)(c) | \$232,536 | \$108,553 | \$195,708 | \$254,067 | \$145,514 |
| Interdept. Charges (b) | \$14,554 | \$19,737 | \$31,974 | \$19,203 | (\$534) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$466,047 | \$346,903 | \$470,833 | \$518,498 | \$171,595 |
| Rev. Over (Under) Exp. | \$26,222 | - | (\$3,722) | - | - |

- (a) 2010 Actual Fund Balance includes \$70,000 transferred in from the Contingency Fund to cover above budget fall election number of ballots and related higher costs.
- (b) Higher 2011 Estimate is mainly due to costs associated with Wisconsin Supreme Court Recount, which resulted in a Contingency Fund Transfer of \$125,200. The County Clerk's Office estimates that any additional costs related to state legislature recall elections anticipated for the summer of 2011 will be absorbed within the Department's budget. If costs exceed estimates, an additional funds transfer may be requested.
- (c) 2012 Budget includes one-time General Fund Balance appropriation of \$155,000 for higher estimated costs associated with the higher number of elections in the presidential election year.



Program Highlights

General Government revenues, which consist of municipal reimbursements for election-related work, increase by about \$12,000 to \$70,000, based on actual revenues received in the last higher-volume even-numbered year (2010 at about \$70,300). General Fund Balance of \$155,000 is budgeted for one-time higher costs related to the higher number of elections in the 2012 presidential election year. Tax Levy budgeted in this program increases by \$4,587 to \$293,498.

Personnel costs increase by \$26,600, mostly due to an increase in temporary extra help and related benefits by about \$23,200 to \$34,000, for an additional 0.65 FTE (about 1,350 hours) up to a total of 0.96 FTE (about 2,000 hours total) to assist with the presidential elections. In addition, 0.05 FTE (about 100 hours) of overtime and related benefit costs, estimated at \$2,650, are budgeted for the first time, based on 2010 actual experience.

Operating expenditures increase by about \$145,500 to nearly \$254,100, mostly related to higher one-time presidential election costs, mainly including an increase in ballot and other election supply costs by about \$123,000 to \$203,000 and an increase in advertising and legal notices by \$17,500 to \$29,000.

Activity

A decrease in voter registration to about 252,200 is mostly due to four year change in status. Every four years the Government Accountability Board (GAB) changes the status of voters from active to in-active in the State Wide Voter Registration System (SVRS). This process happens when a registered voter has not voted in 4 years and did not return a post card stating they wanted to stay registered. Prior year actuals are based on clerk certification of registered voters in January of each year. Estimate is the number of active voters as of June 22, 2011.

| | 2008 | 2009 | 2010 | 2011 | 2012 Est. |
|--|---------|---------|---------|---------|-----------|
| Number of Waukesha County Registered Voters as certified in January | 265,337 | 262,763 | 264,786 | 268,037 | 252,212 |

Legislative Support and Administrative Services

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|-----------------|-----------------|------------------|-----------------|------------------|
| Staffing (FTE) | 0.80 | 0.87 | 0.87 | 0.87 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$1,634 | \$500 | \$975 | \$525 | \$25 |
| Interdepartmental | \$210 | \$300 | \$525 | \$400 | \$100 |
| Other Revenue | \$4,679 | \$1,900 | \$1,300 | \$1,900 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$62,243 | \$65,271 | \$65,271 | \$63,227 | (\$2,044) |
| Total Revenues | \$68,766 | \$67,971 | \$68,071 | \$66,052 | (\$1,919) |
| Personnel Costs | \$54,202 | \$57,727 | \$56,849 | \$57,324 | (\$403) |
| Operating Expenses | \$5,062 | \$6,125 | \$3,767 | \$4,820 | (\$1,305) |
| Interdept. Charges | \$3,569 | \$4,119 | \$3,737 | \$3,908 | (\$211) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$62,833 | \$67,971 | \$64,353 | \$66,052 | (\$1,919) |
| Rev. Over (Under) Exp. | \$5,933 | - | \$3,718 | - | - |

**Program Highlights**

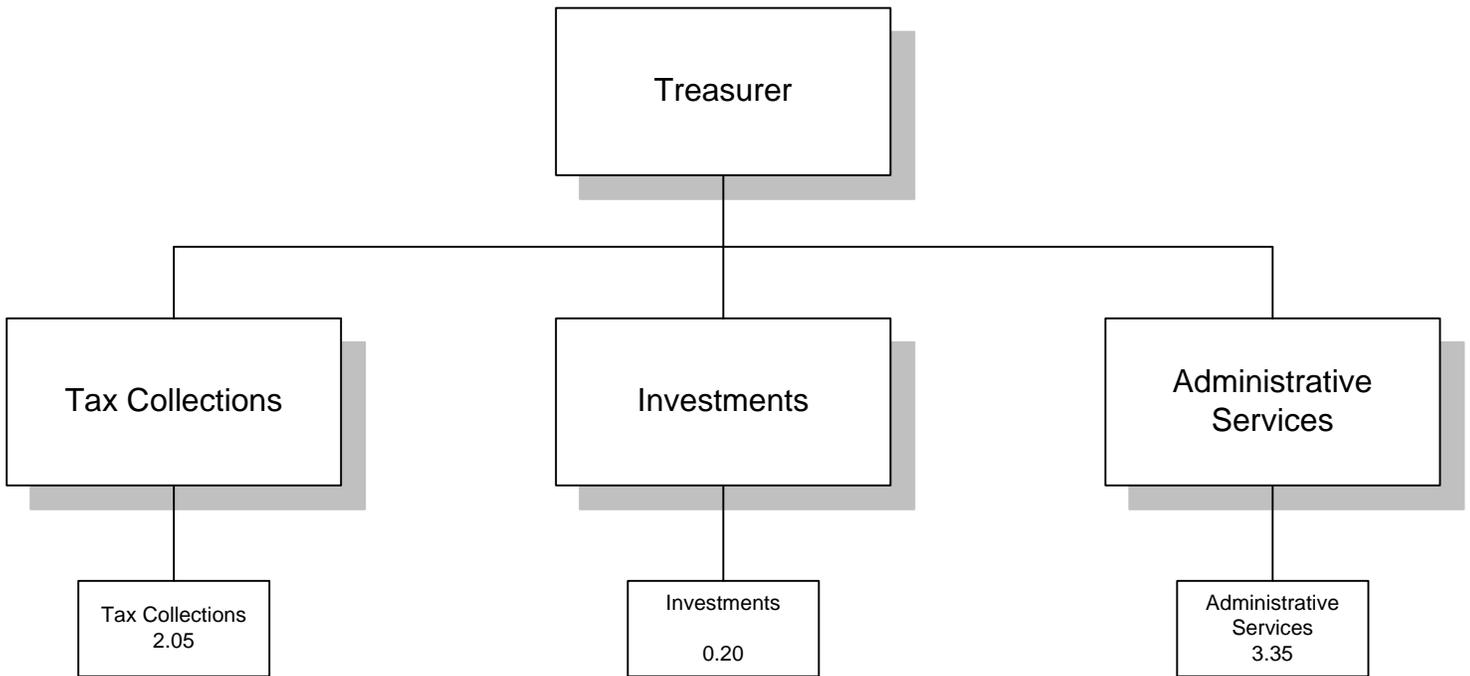
Other Revenues consist of reimbursements from municipal officials for meeting supplies, budgeted at \$1,000, and publication sales revenues for the "Directory of Public Officials," budgeted at \$900. Tax levy support budgeted in this program decreases by \$2,044 to \$63,227, mostly due to expenditure decreases, discussed below.

Personnel costs decrease by about \$400 to \$57,300, mostly due to the State budget Repair Bill requiring most County Employees to contribute 50 percent to the Wisconsin Retirement system pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Operating expenditures decrease by about \$1,300 to \$4,820, mostly due to a decrease in advertising and legal notices, based on a lower current-year estimate.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.60 TOTAL FTE'S

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



Statement of Purpose

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 | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------|--------------|
| | Actual | Adopted Budget | Estimate | Budget | Adopted Budget \$ | % |
| Revenues | | | | | | |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$47,363 | \$80,000 | \$55,000 | \$45,000 | (\$35,000) | -43.8% |
| Charges for Services | \$143,292 | \$107,200 | \$119,200 | \$119,200 | \$12,000 | 11.2% |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Other Revenue (a) | \$8,185,985 | \$7,868,050 | \$8,061,948 | \$7,768,050 | (\$100,000) | -1.3% |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| County Tax Levy/ (Credit) (b) | (\$7,418,719) | (\$7,400,462) | (\$7,400,462) | (\$7,288,462) | \$112,000 | 1.5% |
| Total Revenue Sources (b) | \$957,921 | \$654,788 | \$835,686 | \$643,788 | (\$11,000) | -1.7% |
| Expenditures | | | | | | |
| Personnel Costs | \$314,825 | \$376,779 | \$330,999 | \$357,787 | (\$18,992) | -5.0% |
| Operating Expenses | \$122,178 | \$143,924 | \$159,790 | \$154,424 | \$10,500 | 7.3% |
| Interdept. Charges | \$130,422 | \$134,085 | \$137,685 | \$131,577 | (\$2,508) | -1.9% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$567,425 | \$654,788 | \$628,474 | \$643,788 | (\$11,000) | -1.7% |
| Rev. Over (Under) Exp. | \$390,496 | \$0 | \$207,212 | \$0 | \$0 | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|--------------|
| Regular Positions | 6.00 | 6.00 | 6.00 | 5.50 | (0.50) |
| Extra Help | 0.04 | 0.06 | 0.06 | 0.07 | 0.01 |
| Overtime | 0.02 | 0.04 | 0.04 | 0.03 | (0.01) |
| Total | 6.06 | 6.10 | 6.10 | 5.60 | -0.50 |

- a) For budget comparison purposes, the 2010 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.

Current and Adopted Capital Projects

| Proj.# | Project Name | Expected Completion Year | Total Project Cost | Est. % Complete End of '11 | Est. Operating Impact | A=Annual T=One-Time |
|--------|--------------------------------|--------------------------|--------------------|----------------------------|-----------------------|---------------------|
| 200205 | Tax Records Replacement (a)(b) | 2011 | \$900,000 | 100% | \$21,424 | A |
| 200414 | County-wide Cashiering (c) | 2012 | \$970,000 | 60% | \$43,250 | A |

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

- a) The DOA IT Manager (Project Manager) expects the Tax Records Systems to be fully implemented by the beginning of the 4th quarter of 2011. The Treasurer's 2011 request includes budgeted expenses for support of the new tax listing, tax billing, and tax collections system.
- b) Project is coordinated by Department of Administration IT Division manager, annual ongoing costs include software; and licensing costs will be split 45% Register of Deed's Office, 45% Treasurer's Office and 10% to Department of Administration. The operating expense amount estimated for the Treasurer is \$9,641.
- c) Project is coordinated by Department of Administration Business Office. The cashier system currently being utilized by the Treasurer's office is expected to be fully implemented by County departments by the end of 2012. The total estimated operating impact to the County is estimated at \$43,250. The first year of cashiering software/maintenance is being funded from the capital project. The second year charges will be added to End User Technology Fund (EUTF) in 2012 which will impact the Treasurer's 2013 budget through the EUTF cost allocations.

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.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

Key Outcome Indicator: Increased number of property tax payments electronically imported (interfaced) into the tax system. An increasing rate of electronic submissions will indicate improved efficiency, improved cash flow and reduced costs. Based on analysis of electronic submission of 2009 and 2010 tax bills, a 2012 target (estimate) is shown below:

| Performance Measure: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|--|----------------|----------------|------------------|----------------|
| # Tax payments received electronically | 665 | 1500 | 2000 | 4000 |
| Projected estimated cost savings | \$53 | \$120 | \$160 | \$320 |

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|--------------------------------|--------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 1.76 | 1.80 | 1.80 | 2.05 | 0.25 |
| Fine/Licenses | \$47,363 | \$80,000 | \$55,000 | \$45,000 | (\$35,000) |
| Charges for Services | \$142,873 | \$106,000 | \$118,000 | \$118,000 | \$12,000 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue (a) | \$3,531,428 | \$2,946,650 | \$3,560,523 | \$2,946,650 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy \ (Credit) (b) | (\$2,457,784) | (\$2,881,319) | (\$2,881,319) | (\$2,827,379) | \$53,940 |
| Total Revenues | \$1,263,880 | \$251,331 | \$852,204 | \$282,271 | \$30,940 |
| Personnel Costs | \$83,670 | \$94,721 | \$88,304 | \$114,872 | \$20,151 |
| Operating Expenses | \$103,615 | \$101,308 | \$117,174 | \$113,308 | \$12,000 |
| Interdept. Charges | \$51,532 | \$55,302 | \$55,302 | \$54,091 | (\$1,211) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$238,817 | \$251,331 | \$260,780 | \$282,271 | \$30,940 |
| Rev. Over (Under) Exp. | \$1,025,063 | - | \$591,424 | - | - |

- a) 2011 Estimate of Interest and Penalty on delinquent taxes is projected to be \$600,000 higher than the 2011 budget as a result of higher delinquent tax payments. The level of delinquent taxes and penalties are expected to decline in 2012.
- b) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.



Program Highlights

Fines/Licenses revenue consists of Agricultural Land Use Conversion Charges budgeted to decrease by \$35,000 or almost 44% to 45,000 due to the slow down of real estate development.

Charges for Services include taxes collected under Municipal Contracts of \$63,000 and \$10,000 for the Treasurer assisting the Department of Administration with the property tax billing process, which is unchanged in 2012. Also, In-Rem revenue is budgeted to increase \$12,000 or about 36% to \$45,000 reflecting the rise of properties in foreclosure.

Personnel costs are budgeted to increase by \$20,151 or 2.13% to \$114,872 primarily due to a 0.25 FTE clerk typist I-II position being shifted from Administration to Tax Collection programs; a 0.01 FTE increase in Temporary Extra Help of \$2,100; and an increase in health insurance costs of \$10,448; offset by a decrease in Wisconsin Retirement Contributions of \$2,884 and a 0.01 FTE decrease in overtime of \$357.

Operating expenses are budgeted to increase by \$12,000 for In-Rem expenses reflecting the rise in costs associated with properties in foreclosure.

Interdepartmental charges are budgeted to decrease by \$1,211 or 2.2% primarily due to a decrease in Computer Maintenance of \$1,575; a decrease in DOA Principal Financial Analyst position allocated costs; offset by a slight increase in Administrative costs.



Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

Interest and Penalty Earned on Delinquent Taxes

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 Est. |
|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Interest | \$1,255,314 | \$1,250,235 | \$1,218,480 | \$1,456,248 | \$1,953,118 | \$2,284,491 | \$2,300,000 |
| Penalty | \$640,294 | \$634,653 | \$617,609 | \$749,364 | \$1,007,175 | \$1,165,653 | \$1,150,000 |
| TOTAL | \$1,895,608 | \$1,884,888 | \$1,836,089 | \$2,205,612 | \$2,960,293 | \$3,450,144 | \$3,450,000 |

Tax Collection (cont.)

**Activity**

The Treasurer's Office collected first installment taxes for twelve municipalities in the 2010-2011 tax years. The dollars collected increased by \$2.7 million to \$140.1 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 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Village of Men. Falls | \$54,790,386 | \$56,574,790 | \$58,215,725 | \$60,985,033 | \$64,339,552 | \$65,932,259 |
| City of Delafield | \$13,769,943 | \$14,242,282 | \$14,999,037 | \$15,434,974 | \$15,557,891 | \$15,918,438 |
| Village of Pewaukee | \$12,587,323 | \$12,130,339 | \$12,188,606 | \$12,917,048 | \$12,920,211 | \$13,237,318 |
| Village of Wales | \$3,487,417 | \$3,692,573 | \$3,955,811 | \$4,045,371 | \$4,373,080 | \$4,431,651 |
| Town of Brookfield | \$11,691,996 | \$11,999,351 | \$12,118,745 | \$11,959,197 | \$12,489,714 | \$12,333,060 |
| Village of Merton | \$3,527,926 | \$4,030,582 | \$4,187,394 | \$4,143,616 | \$4,572,666 | \$4,797,428 |
| Village of Lannon | \$1,326,852 | \$1,317,869 | \$1,310,240 | \$1,445,786 | \$1,496,486 | \$1,571,496 |
| Village of Nashotah | \$2,304,799 | \$2,216,218 | \$2,283,807 | \$2,113,498 | \$2,255,421 | \$2,370,252 |
| Village of Dousman | \$1,944,607 | \$2,244,893 | \$2,161,110 | \$2,161,526 | \$2,167,348 | \$2,250,107 |
| Village of Lac La Belle | \$1,510,936 | \$1,435,724 | \$1,382,026 | \$1,417,124 | \$1,345,392 | \$1,482,481 |
| Village of Oconomowoc Lake | \$4,014,401 | \$4,394,283 | \$4,402,494 | \$4,655,719 | \$4,532,374 | \$4,453,360 |
| Town of Waukesha | \$10,123,240 | \$10,418,946 | \$10,933,378 | \$10,608,409 | \$11,320,785 | \$11,351,046 |
| TOTAL | \$121,079,826 | \$124,697,850 | \$128,138,373 | \$131,887,301 | \$137,370,920 | \$140,128,896 |

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.

| | 2010 Actual | 2011 Budget | 2011 Estimate (a) | 2012 Budget | Budget Change |
|--------------------------------|--------------------|-----------------|----------------------|-----------------|------------------|
| Staffing (FTE) | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 |
| Other Revenue (a) | \$4,652,668 | \$4,920,000 | \$4,500,000 | \$4,820,000 | (\$100,000) |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy \ (Credit) (b) | (\$5,294,825) | (\$4,863,490) | (\$4,863,490) | (\$4,764,402) | \$99,088 |
| Total Revenues | (\$642,157) | \$56,510 | (\$363,490) | \$55,598 | (\$912) |
| Personnel Costs | \$17,645 | \$18,136 | \$17,820 | \$17,849 | (\$287) |
| Operating Expenses | \$25 | \$0 | \$0 | \$0 | \$0 |
| Interdept. Charges | \$37,293 | \$38,374 | \$38,374 | \$37,749 | (\$625) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$54,963 | \$56,510 | \$56,194 | \$55,598 | (\$912) |
| Rev. Over (Under) Exp. | (\$697,120) | - | (\$419,684) | - | - |

- (a) 2011 Estimate of investment income is projected to be \$420,000 lower than 2011 budget figures as a result of expected lower investment rates of return.
- (b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.



Program Highlights

Investment Income is budgeted to decrease by \$100,000 due to estimated lower investment rates of return.

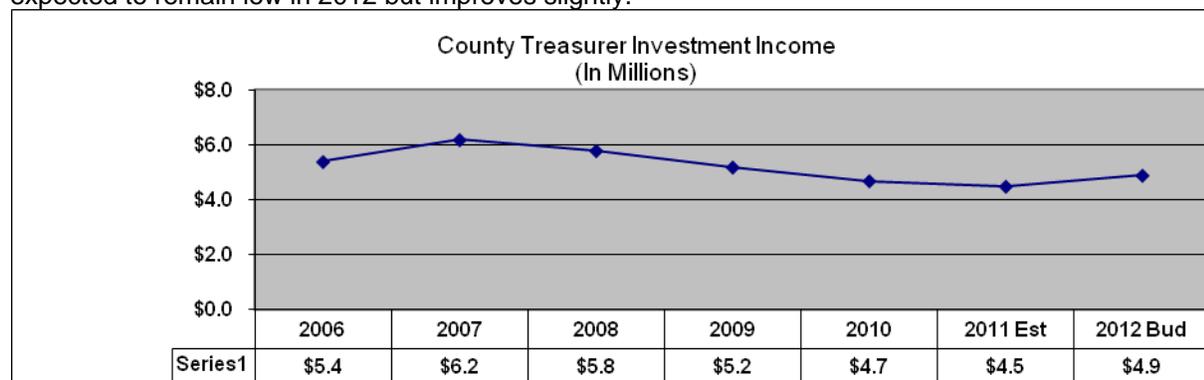
Personnel costs decrease of \$287 due to employee contributions to the Wisconsin Retirement System partially offset by increases in health and dental insurance.

Interdepartmental charges decrease of \$625 or 1.63% to \$37,749 is due to the costs related to the DOA Principal Financial Analyst position costs for investment services.



Activity

Interest rates peaked in 2007 with the County's fixed income portfolio reaching \$6.2 million. 2008 through 2010, interest rates have been declining with investment income at historic levels ending 2010 at nearly \$4.7 million. Interest rates are expected to remain historically low in 2011. Investment Income is expected to remain low in 2012 but improves slightly.



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.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|--------------------------------|------------------|------------------|------------------|------------------|-------------------|
| Staffing (FTE) | 4.10 | 4.10 | 4.10 | 3.35 | (0.75) |
| Charges for Services | \$419 | \$1,200 | \$1,200 | \$1,200 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$1,889 | \$1,400 | \$1,425 | \$1,400 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy \ (Credit) (a) | \$333,890 | \$344,347 | \$344,347 | \$303,319 | (\$41,028) |
| Total Revenues | \$336,198 | \$346,947 | \$346,972 | \$305,919 | (\$41,028) |
| Personnel Costs | \$213,510 | \$263,922 | \$224,875 | \$225,066 | (\$38,856) |
| Operating Expenses | \$18,538 | \$42,616 | \$42,616 | \$41,116 | (\$1,500) |
| Interdept. Charges | \$41,597 | \$40,409 | \$44,009 | \$39,737 | (\$672) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$273,645 | \$346,947 | \$311,500 | \$305,919 | (\$41,028) |
| Rev. Over (Under) Exp. | \$62,553 | - | \$35,472 | - | - |

- a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.



Program Highlights

Personnel costs are budgeted to decrease \$38,856 or 14.72% to \$225,066 mostly due to a reduction of a Clerk Typist I-II position from 1.0 FTE to 0.50 FTE and 0.25 FTE of the position is being shifted from Administration to Tax Collection program. The decrease in Wisconsin Retirement Contributions of \$11,136 or 51.59% is due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012.

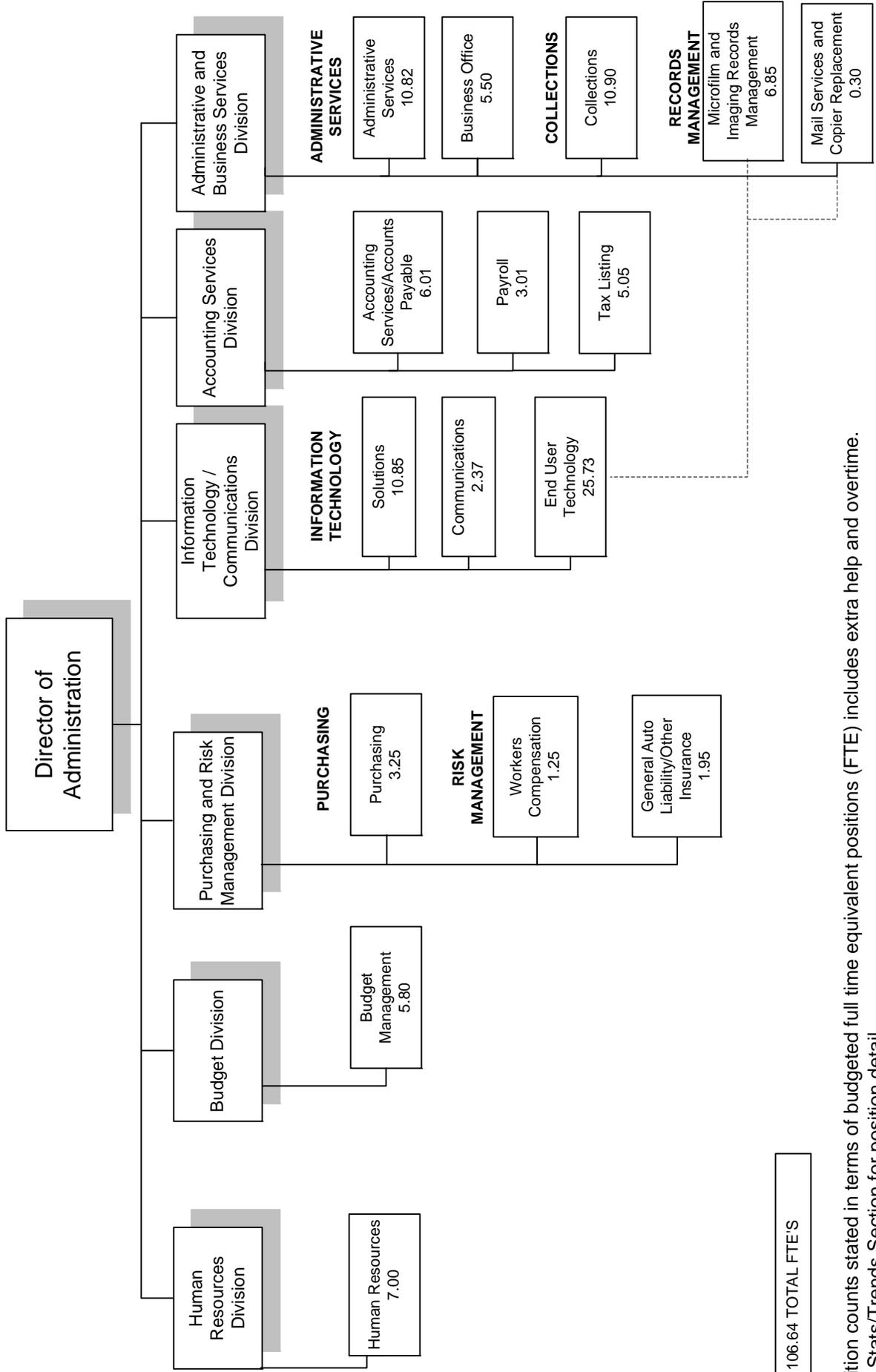
Operating Expenses are budgeted to decrease \$1,500 to \$41,116 due to a decrease in tuition & registration of \$500 or 20.00% and a decrease in adv & legal notices of \$1,000 or 25.00%.

Interdepartmental charges are budgeted to decrease \$672 to \$39,737 primarily due to a decrease in computer replacement of \$1,134 and computer maintenance of \$2,924 offset by an increase in postage of \$3,496.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



106.64 TOTAL FTE'S

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

Statement of Purpose

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

| Financial Summary | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|---------------------------------|--------------|-------------------|--------------|--------------|----------------------|--------|
| | Actual | Adopted Budget | Estimate | Budget | Adopted Budget \$ | % |
| General Fund | | | | | | |
| Revenues | \$1,529,468 | \$1,569,404 | \$1,569,404 | \$1,588,234 | \$18,830 | 1.2% |
| County Tax Levy | \$4,632,607 | \$4,729,392 | \$4,729,392 | \$4,742,854 | \$13,462 | 0.3% |
| Expenditures | \$5,895,823 | \$6,298,796 | \$6,173,627 | \$6,331,088 | \$32,292 | 0.5% |
| Rev. Over (Under) Exp. | \$266,252 | \$0 | \$125,169 | \$0 | \$0 | N/A |
| End User Technology Fund | | | | | | |
| Revenues | \$5,873,594 | \$6,071,297 | \$6,125,487 | \$6,329,091 | \$257,794 | 4.2% |
| County Tax Levy | \$779,872 | \$399,872 | \$399,872 | \$20,000 | (\$379,872) | -95.0% |
| Expenditures | \$5,865,578 | \$6,425,387 | \$6,316,246 | \$6,301,879 | (\$123,508) | -1.9% |
| Operating Inc./Loss | \$787,888 | \$45,782 | \$209,113 | \$47,212 | \$1,430 | 3.1% |
| Risk Management | | | | | | |
| Revenues | \$2,533,991 | \$2,529,122 | \$2,556,895 | \$2,548,754 | \$19,632 | 0.8% |
| County Tax Levy | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Expenditures | \$2,435,583 | \$2,529,122 | \$2,523,848 | \$2,548,754 | \$19,632 | 0.8% |
| Operating Inc./Loss | \$98,408 | \$0 | \$33,047 | \$0 | \$0 | N/A |
| Communications | | | | | | |
| Revenues | \$821,140 | \$791,667 | \$797,181 | \$795,534 | \$3,867 | 0.5% |
| County Tax Levy | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Expenditures | \$773,374 | \$791,667 | \$787,590 | \$795,534 | \$3,867 | 0.5% |
| Operating Inc./Loss | \$47,766 | \$0 | \$9,591 | \$0 | \$0 | N/A |
| Collections | | | | | | |
| Revenues | \$820,004 | \$872,507 | \$883,606 | \$1,038,380 | \$165,873 | 19.0% |
| County Tax Levy (a) | (\$95,000) | (\$120,000) | (\$120,000) | (\$120,000) | \$0 | 0.0% |
| Expenditures | \$797,303 | \$872,507 | \$858,941 | \$1,038,380 | \$165,873 | 19.0% |
| Operating Inc./Loss | (\$72,299) | (\$120,000) | (\$95,335) | (\$120,000) | \$0 | 0.0% |
| Total All Funds | | | | | | |
| Revenues | \$11,578,197 | \$11,833,997 | \$11,932,573 | \$12,299,993 | \$465,996 | 3.9% |
| County Tax Levy (a) | \$5,317,479 | \$5,009,264 | \$5,009,264 | \$4,642,854 | (\$366,410) | -7.3% |
| Expenditures | \$15,767,661 | \$16,917,479 | \$16,660,252 | \$17,015,635 | \$98,156 | 0.6% |
| Rev. Over (Under) Exp. | \$266,252 | \$0 | \$125,169 | \$0 | \$0 | N/A |
| Operating Inc./Loss | \$861,763 | (\$74,218) | \$156,416 | (\$72,788) | \$1,430 | -1.9% |

(a) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy.

| Position Summary (FTE) | 2010 Actual | 2011 Adopted Budget | 2011 Estimate | 2012 Budget | Budget Change |
|--------------------------------------|----------------|---------------------------|------------------|----------------|------------------|
| Department of Administration: | | | | | |
| Regular Positions | 93.50 | 93.50 | 92.50 | 93.50 | 0.00 |
| Extra Help | 8.52 | 8.88 | 11.22 | 12.99 | 4.11 |
| Overtime | 0.10 | 0.12 | 0.12 | 0.15 | 0.03 |
| Total | 102.12 | 102.50 | 103.84 | 106.64 | 4.14 |

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

Current & Adopted Capital Projects

| Proj. # | Project Name | Information Technology Strategic Plan | Expected Completion Year | Total Project Costs | Estimated % Complete End of '11 | Estimated Operating Impact | A = Annual T = One-Time |
|---------|---|---------------------------------------|--------------------------|---------------------|---------------------------------|----------------------------|----------------------------|
| 200205 | Tax Records Replacement (a) | Y | 2012 | \$900,000 | 95% | \$22,000 | A |
| 200414 | County wide Cashiering (b) | Y | 2012 | \$970,000 | 60% | \$43,250 | A |
| 200619 | Financial Operations & Management Systems | Y | 2013 | \$2,040,000 | 25% | TBD | A |
| 200622 | Register of Deeds Tract Index Replacement (c) | Y | 2011 | \$331,500 | 100% | \$45,000 | A |
| 200624 | Re-engineering IT Infrastructure | Y | 2011 | \$430,000 | 100% | \$37,000 | A |
| 200710 | Collection System Interface(s) (d) | Y | 2012 | \$100,000 | 75% | \$15,000 | A |
| 200820 | IT Infrastructure Upgrade to Wiring Closets | Y | 2014 | \$800,000 | 20% | \$3,500 | A |
| 200910 | Enterprise Content Management | Y | 2016 | \$1,240,000 | 20% | \$58,000 | A |
| 200912 | Workforce Management System | N | 2012 | \$618,000 | 35% | \$45,000 | A |

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

(b) Coordinated project with Departments County-wide.

(c) Coordinated project with Register of Deeds.

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



Fund Purpose

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

| Financial Summary | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|
| | Actual | Adopted Budget | Estimate | Budget | Adopted Budget | |
| | | | | | \$ | % |
| General Government | \$522,272 | \$635,563 | \$635,563 | \$593,611 | (\$41,952) | -6.6% |
| Fines/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Service | \$168,509 | \$167,472 | \$167,472 | \$167,446 | (\$26) | 0.0% |
| Interdepartmental | \$637,730 | \$593,521 | \$593,521 | \$647,215 | \$53,694 | 9.0% |
| Other Revenue | \$190,869 | \$171,348 | \$171,348 | \$172,362 | \$1,014 | 0.6% |
| Appr. Fund Balance (a) | \$10,088 | \$1,500 | \$1,500 | \$7,600 | \$6,100 | N/A |
| County Tax Levy | \$4,632,607 | \$4,729,392 | \$4,729,392 | \$4,742,854 | \$13,462 | 0.3% |
| Total Revenue Sources | \$6,162,075 | \$6,298,796 | \$6,298,796 | \$6,331,088 | \$32,292 | 0.5% |
| Personnel Costs | \$5,025,345 | \$5,218,478 | \$5,114,184 | \$5,182,893 | (\$35,585) | -0.7% |
| Operating Expenses (a) | \$558,958 | \$709,351 | \$693,349 | \$729,922 | \$20,571 | 2.9% |
| Interdept. Charges | \$311,520 | \$370,967 | \$366,094 | \$418,273 | \$47,306 | 12.8% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$5,895,823 | \$6,298,796 | \$6,173,627 | \$6,331,088 | \$32,292 | 0.5% |
| Rev. Over (Under) Exp. | \$266,252 | \$0 | \$125,169 | \$0 | - | N/A |

Position Summary (FTE)

General Fund:

| | | | | | |
|-------------------|--------------|--------------|--------------|--------------|-------------|
| Regular Positions | 55.60 | 55.60 | 55.60 | 55.60 | 0.00 |
| Extra Help | 1.36 | 1.36 | 1.36 | 1.62 | 0.26 |
| Overtime | 0.02 | 0.04 | 0.04 | 0.07 | 0.03 |
| Total | 56.98 | 57.00 | 57.00 | 57.29 | 0.29 |

End User Technology Fund (Memo):

| | | | | | |
|-------------------|--------------|--------------|--------------|--------------|-------------|
| Regular Positions | 26.60 | 26.60 | 26.60 | 26.60 | 0.00 |
| Extra Help | 5.78 | 5.39 | 6.22 | 6.22 | 0.83 |
| Overtime | 0.06 | 0.06 | 0.06 | 0.06 | 0.00 |
| Total | 32.44 | 32.05 | 32.88 | 32.88 | 0.83 |

| | | | | | |
|--------------------|--------------|--------------|--------------|--------------|-------------|
| Grand Total | 89.42 | 89.05 | 89.88 | 90.17 | 1.12 |
|--------------------|--------------|--------------|--------------|--------------|-------------|

(a) 2011 includes \$1,500 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment. 2012 includes \$7,600 Fund Balance appropriation in revenues and expenditures from cafeteria and vending funds for employee picnic and holiday party and cafeteria refrigerator.

Major Departmental Strategic Outcomes and Objectives for 2012**County-Wide Key Strategic Outcomes: A county that provides customers with quality programs and services**

Objective 1: Working with Corporation Counsel, develop policies, procedures and a County-wide system for department users that provides for effective life-cycle storage management of electronic records, and also provides for the appropriate disposal of those records when they have reached their end-of-life requirement. The system will also provide for litigation holds and suspension of disposal if it is required. (Information Technology, Business Office, Employment Services, and Risk Management)

Key Outcome Indicator: Proof of concept, using a rules-based formula, is in place to manage these electronic records by late 3rd quarter 2011.

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

Objective 2: Review and plan for the potential new direction for the County's future (FMS) financial system. (Information Technology)

Key Outcome Indicator: Identification of future business process IT initiatives, time lines and costs.

Objective 3: Improve cost containment associated with Information Technology. (Information Technology including End User Technology Fund)

Key Outcome Indicator: Actual cost reduction in operational expenses related to server room operations, shared services agreements between local governments and actual cost reduction in labor expenses and related to PC desktop support. Savings five years ending 2010 total \$553,300.

| Performance Measures: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|-------------------------------------|----------------|----------------|------------------|----------------|
| Operating cost reductions | \$67,000 | \$75,000 | \$65,000 | \$74,700 |
| Number of shared service agreements | 2 | 3 | 2 | 3 |
| Labor cost reduction (net new) | \$0 | \$0 | \$0 | \$0 |

Objective 4: Continue providing a program to offer access to training opportunities to other County governmental units which provides revenue opportunities. (Employment Services)

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

| Performance Measures: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| # of government units participating | 10 | 15 | 14 | 15 |
| # of non-County participants at training sessions | 39 | 70 | 90 | 80 |
| Avg. fee charged per person trained | \$20 | \$25 | \$20 | \$22 |
| Revenue received from participating units | \$1,170 | \$1,750 | \$1,750 | \$1,750 |
| Satisfaction of participants | Meets Expectations | Meets Expectations | Meets Expectations | Meets Expectations |

Objective 5: Implement an integrated County-wide cashiering system in order to reduce the cost of delivering services and to reduce the cost and support necessary for maintaining duplicative systems at the County. (Business Office and Information Technology)

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

| Performance Measures: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|---|----------------|----------------|------------------|----------------|
| # of areas implemented on shared system | 2 (12 Total) | 5 (17 total) | 2 (14 Total) | 5 (19 Total) |

Objective 6: Implement a Workforce Management system that will incorporate scheduling, benefit accrual, leave management and improved time and attendance data collection. (Payroll)

Key Outcome Indicator: Implementation of Time and Attendance (T&A) base application into departments. Later advance scheduling systems implemented with reduction in staff time committed to managing the County workforce by adding improved functionality and eliminating manual or redundant processes.

| Performance Measures: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|------------------------------------|----------------|----------------|------------------|----------------|
| # Departments implemented with T&A | N/A | N/A | N/A | All |
| Scheduling systems replaced | N/A | N/A | N/A | 3 |
| Related systems interfaced | N/A | N/A | N/A | 1 |

Objective 7: Create a cross functional workgroup to evaluate the current Business Continuity software, explore the feasibility to upgrade functionality and investigate options for potential upgrades or replacement of the current system with a cost effective solution in time for the 2012 technology review process. (Information Technology, Purchasing, Risk Management and Emergency Preparedness)

Objective 8: With the Department of Parks and Land Use golf course operations, pilot a Lean Program to identify areas to decrease costs and improve customer service. (Human Resources and Business Services)

Key Outcome Indicator: Reduction of resources committed to managing golf course cashiering operations by reducing point of sale hardware and eliminating of redundant processes by 3rd Qtr 2012.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 10.80 | 10.80 | 10.80 | 10.82 | 0.02 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$88 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$619,691 | \$634,184 | \$634,184 | \$647,229 | \$13,045 |
| Total Revenues | \$619,779 | \$634,184 | \$634,184 | \$647,229 | \$13,045 |
| Personnel Costs | \$589,357 | \$567,007 | \$602,709 | \$577,731 | \$10,724 |
| Operating Expenses | \$16,232 | \$35,233 | \$34,248 | \$35,711 | \$478 |
| Interdept. Charges | \$29,195 | \$31,944 | \$31,304 | \$33,787 | \$1,843 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$634,784 | \$634,184 | \$668,261 | \$647,229 | \$13,045 |
| Rev. Over (Under) Exp. | (\$15,005) | - | (\$34,077) | - | - |



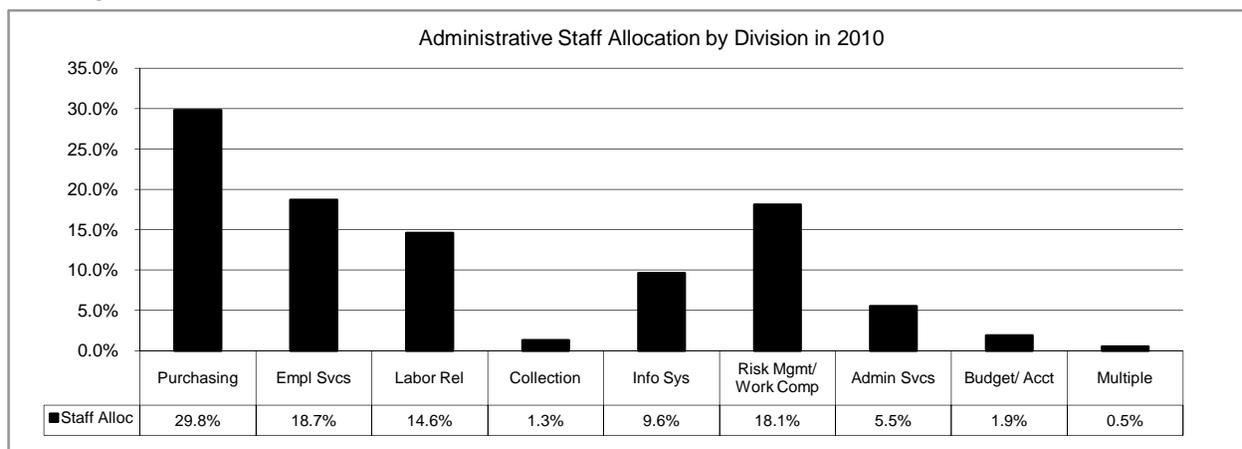
Program Highlights

County tax levy funding increases by approximately \$13,000 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately \$10,700 mainly due to cost to continue existing staff and an increase in health insurance for changes in plan selection, partially offset by County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Interdepartmental charges increase approximately \$1,800 mainly due to increased End User Technology Fund (EUTF) charges by \$2,300.



Activity



Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|
| Staffing (FTE) | 5.50 | 5.50 | 5.50 | 5.50 | 0.00 |
| General Government | \$522,272 | \$635,563 | \$635,563 | \$593,611 | (\$41,952) |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$581,208 | \$535,452 | \$535,452 | \$590,106 | \$54,654 |
| Other Revenue | \$103,925 | \$109,848 | \$109,848 | \$111,112 | \$1,264 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy/(Credit) | (\$642,487) | (\$694,060) | (\$694,060) | (\$707,839) | (\$13,779) |
| Total Revenues | \$564,918 | \$586,803 | \$586,803 | \$586,990 | \$187 |
| Personnel Costs | \$542,205 | \$572,498 | \$564,369 | \$569,400 | (\$3,098) |
| Operating Expenses | \$9,246 | \$4,588 | \$4,588 | \$5,554 | \$966 |
| Interdept. Charges | \$8,115 | \$9,717 | \$9,717 | \$12,036 | \$2,319 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$559,566 | \$586,803 | \$578,674 | \$586,990 | \$187 |
| Rev. Over (Under) Exp. | \$5,352 | - | \$8,129 | - | - |

**Program Highlights**

General Government revenues decrease approximately \$42,000 mainly due to a decrease in indirect cost recovery revenue from Child Support. Interdepartmental revenues increase approximately \$54,700 due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund Budget. Other revenue increases \$1,300 due to an increase from the Workforce Development Center to fund the Center Coordinator position.

County tax levy funding decreases by approximately \$13,800 mainly due to increased revenues budgeted as described above.

Personnel costs decrease by approximately \$3,100 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs. Operating expenses increase approximately \$1,000 mostly due to travel. Interdepartmental charges increase approximately \$2,300 mainly due to increased End User Technology Fund (EUTF) charges by \$2,200.

Payroll

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 2.50 | 3.01 | 3.01 | 3.01 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$286,245 | \$353,579 | \$353,579 | \$360,111 | \$6,532 |
| Total Revenues | \$286,245 | \$353,579 | \$353,579 | \$360,111 | \$6,532 |
| Personnel Costs | \$183,525 | \$242,547 | \$239,756 | \$241,206 | (\$1,341) |
| Operating Expenses | \$107,120 | \$103,589 | \$105,480 | \$109,731 | \$6,142 |
| Interdept. Charges | \$6,235 | \$7,443 | \$7,443 | \$9,174 | \$1,731 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$296,880 | \$353,579 | \$352,679 | \$360,111 | \$6,532 |
| Rev. Over (Under) Exp. | (\$10,635) | - | 900 | - | - |

Program Highlights



County tax levy funding increases by approximately \$6,500 mainly due to increased expenditures budgeted as described below.

Personnel costs decrease by approximately \$1,300 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses increase approximately \$6,100 mainly due to increased costs associated with the Ceridian system by \$6,200 including payroll processing and maintenance. Interdepartmental charges increase approximately \$1,700 due to increased End User Technology Fund (EUTF) charges.

| Activity | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|------------------------------|----------------|----------------|------------------|----------------|------------------|
| Paychecks Processed | 44,050 | 44,000 | 44,000 | 44,000 | 0 |
| Payroll Exception Checks (a) | 51 | 30 | 30 | 30 | 0 |
| W2s Processed | 1,999 | 2,000 | 2,000 | 2,000 | 0 |

(a) Increase in 2010 due to health coverage for dependant children.

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, 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.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 6.50 | 6.01 | 6.01 | 6.01 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$294 | \$188 | \$188 | \$282 | \$94 |
| Interdepartmental | \$56,522 | \$58,069 | \$58,069 | \$57,109 | (\$960) |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$666,054 | \$631,358 | \$631,358 | \$633,470 | \$2,112 |
| Total Revenues | \$722,870 | \$689,615 | \$689,615 | \$690,861 | \$1,246 |
| Personnel Costs | \$580,252 | \$555,534 | \$546,561 | \$549,249 | (\$6,285) |
| Operating Expenses | \$127,485 | \$118,614 | \$118,503 | \$124,169 | \$5,555 |
| Interdept. Charges | \$13,567 | \$15,467 | \$15,467 | \$17,443 | \$1,976 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$721,304 | \$689,615 | \$680,531 | \$690,861 | \$1,246 |
| Rev. Over (Under) Exp. | \$1,566 | - | \$9,084 | - | - |

**Program Highlights**

County tax levy funding increases by approximately \$2,100 mainly due to increased expenditures budgeted as described below.

Personnel costs decrease by approximately \$6,300 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses increase approximately \$5,600 mainly due to increased audit costs by \$3,200 and increased software maintenance by \$2,000. Interdepartmental charges increase approximately \$2,000 due to increased End User Technology Fund (EUTF) charges by \$2,800.



| Activity | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|-------------------------------------|----------------|----------------|------------------|----------------|------------------|
| Budget Entries Prepared | 1,281 | 1,200 | 1,200 | 1,200 | 0 |
| Journal Entries Audited | 2,782 | 2,700 | 2,700 | 2,700 | 0 |
| Requisition Lines Audited | 1,434 | 1,400 | 1,400 | 1,400 | 0 |
| Invoice Lines (Direct Buys) Audited | 50,721 | 68,000 | 51,000 | 50,000 | (18,000) |
| Procard Lines Entered/Audited | 10,919 | 9,800 | 10,000 | 10,000 | 200 |

Tax Listing

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|-------------------|
| Staffing (FTE) | 5.02 | 5.02 | 5.02 | 5.05 | 0.03 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$166,835 | \$165,359 | \$165,359 | \$165,239 | (\$120) |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$233,296 | \$252,587 | \$252,587 | \$219,202 | (\$33,385) |
| Total Revenues | \$400,131 | \$417,946 | \$417,946 | \$384,441 | (\$33,505) |
| Personnel Costs | \$346,822 | \$363,936 | \$303,522 | \$339,934 | (\$24,002) |
| Operating Expenses | \$18,842 | \$32,309 | \$32,309 | \$33,995 | \$1,686 |
| Interdept. Charges | \$18,364 | \$21,701 | \$21,605 | \$10,512 | (\$11,189) |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$384,028 | \$417,946 | \$357,436 | \$384,441 | (\$33,505) |
| Rev. Over (Under) Exp. | \$16,103 | - | \$60,510 | - | - |



Program Highlights

County tax levy funding decreases by approximately \$33,400 mainly due to decreased expenditures budgeted as described below.

Personnel costs decrease by approximately \$24,000 due to abolishing 1.00 FTE Real Property Tax Lister and creating 1.00 FTE Program Assistant and County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses increase approximately \$1,700 mostly due to increased tax roll printing. Interdepartmental charges decrease approximately \$11,200 mostly due to reduced End User Technology Fund (EUTF) charges, resulting from eliminating a test server related to the tax system.



| Activity | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---|----------------|----------------|------------------|----------------|------------------|
| Real Estate & Personal Property Accounts maintained by Tax Listing | 97,791 | 109,000 | 100,003 | 102,000 | (7,000) |
| Number of tax listings updated by Tax Listing staff (a) | 136,723 | 500,000 | 160,000 | 140,000 | (360,000) |
| Number of Property Transfers Processed | 8,410 | 12,500 | 8,100 | 8,400 | (4,100) |
| # Tax Billing Customers | 34 | 34 | 34 | 34 | 0 |
| # Property Tax Bills (b) | 103,775 | 104,500 | 103,900 | 104,000 | (500) |
| # Notice of Assessment Customers (c) | 9 | 8 | 7 | 7 | (1) |
| # Notice of Assessments (c) | 2,575 | 1,600 | 1,600 | 1,600 | 0 |
| # Online Payments | 4,048 | 4,600 | 4,200 | 4,400 | (200) |
| \$ Online Payments | \$13,323,205 | \$15,500,000 | \$14,000,000 | \$14,700,000 | (\$800,000) |
| # Municipalities participating with County's online payment program | 2 | 2 | 3 | 4 | 2 |

- (a) Reflects clean-up work on new system and change in counting method: Our old system counted any changes made to a given key number within 8 hours as one change; the new system counts each change individually.
- (b) Fewer land divisions and exempt class codes now included on the same tax key number as non-exempt class codes, resulting in fewer overall tax key numbers. Fewer municipalities are printing Exempt (no amount due) tax bills, resulting in a decline in Personal Property Tax Bills, which are included in the tax bill count.
- (c) Village of Pewaukee and LacLaBelle have contracted with new assessors who will be running their own notices.

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.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 5.56 | 5.56 | 5.56 | 5.80 | 0.24 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$589,138 | \$608,172 | \$608,172 | \$606,491 | (\$1,681) |
| Total Revenues | \$589,138 | \$608,172 | \$608,172 | \$606,491 | (\$1,681) |
| Personnel Costs | \$530,341 | \$567,768 | \$550,809 | \$563,943 | (\$3,825) |
| Operating Expenses | \$8,236 | \$27,730 | \$25,530 | \$27,050 | (\$680) |
| Interdept. Charges | \$10,736 | \$12,674 | \$12,674 | \$15,498 | \$2,824 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$549,313 | \$608,172 | \$589,013 | \$606,491 | (\$1,681) |
| Rev. Over (Under) Exp. | \$39,825 | - | \$19,159 | - | - |



Program Highlights

County tax levy funding decreases by approximately \$1,700 mainly due to decreased expenditures budgeted as described below.

Personnel costs decrease by approximately \$3,800 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Extra temporary help increases by \$5,800 or 0.24 FTE due to implementation of the new financial system and dental insurance increases by \$1,100 for changes in plan selection. Operating expenses decrease mostly due to reduced travel and tuition. Interdepartmental charges increase approximately \$2,800 due to increased End User Technology Fund (EUTF) charges by \$2,900.

Human Resources

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities. The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Staffing (FTE) | 7.00 | 7.00 | 7.00 | 7.00 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$1,251 | \$1,800 | \$1,800 | \$1,800 | \$0 |
| Other Revenue | \$33,304 | \$36,500 | \$31,500 | \$31,250 | (\$5,250) |
| Appr. Fund Balance (a) | \$0 | \$1,500 | \$1,500 | \$7,600 | \$6,100 |
| County Tax Levy | \$1,042,565 | \$1,021,554 | \$1,021,554 | \$1,016,528 | (\$5,026) |
| Total Revenues | \$1,077,120 | \$1,061,354 | \$1,056,354 | \$1,057,178 | (\$4,176) |
| Personnel Costs | \$778,078 | \$803,619 | \$781,272 | \$792,045 | (\$11,574) |
| Operating Expenses | \$173,594 | \$211,068 | \$204,761 | \$213,032 | \$1,964 |
| Interdept. Charges | \$37,385 | \$46,667 | \$44,667 | \$52,101 | \$5,434 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$989,057 | \$1,061,354 | \$1,030,700 | \$1,057,178 | (\$4,176) |
| Rev. Over (Under) Exp. | \$88,063 | - | \$25,654 | - | - |

(a) 2011 represents Wellness fundraising activities. 2012 represents prior year cafeteria/vending revenues.

Program Highlights

Other Revenues decrease by approximately \$5,000 mostly due to decreased revenues from cafeteria/vending. Fund balance of \$7,600 is from prior year cafeteria/vending revenues for the employee picnic and holiday party and for a new commercial grade refrigerator in the cafeteria.

County tax levy funding decreases by approximately \$5,000 mainly due to decreased expenditures budgeted as described below.

Personnel costs decrease by approximately \$11,600 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Operating expenses increase \$2,000 mainly due to \$2,600 for a refrigerator in the cafeteria. Interdepartmental charges increase approximately \$5,400 due to increased End User Technology Fund (EUTF) charges by \$7,400, partially offset by decreased postage charges by \$2,000.

| Activity | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---|----------------|----------------|------------------|----------------|------------------|
| <i># of Seasonal, Temporary Employees Hired</i> | 156 | 175 | 175 | 175 | 0 |
| <i># of Regular Full-Time Employees Hired</i> | 67 | 80 | 80 | 80 | 0 |
| <i>Promotions/Demotions/Transfers (a)</i> | 84 | 100 | 50 | 75 | (25) |
| <i>Peak # of Employees on Payroll</i> | 1,769 | 1,800 | 1,785 | 1,800 | 0 |
| <i># of Employee/Family Medical Leaves</i> | 192 | 200 | 250 | 250 | 50 |
| <i># of non-County participants trained</i> | 39 | 80 | 90 | 80 | 0 |

(a) Transfers are high in 2010 due to the transfer of ADRC to HHS.

Purchasing

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 3.25 | 3.25 | 3.25 | 3.25 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$129 | \$125 | \$125 | \$125 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$53,640 | \$25,000 | \$30,000 | \$30,000 | \$5,000 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$351,393 | \$360,408 | \$360,408 | \$356,238 | (\$4,170) |
| Total Revenues | \$405,162 | \$385,533 | \$390,533 | \$386,363 | \$830 |
| Personnel Costs | \$312,359 | \$327,616 | \$321,306 | \$326,312 | (\$1,304) |
| Operating Expenses | \$11,127 | \$35,875 | \$34,125 | \$35,125 | (\$750) |
| Interdept. Charges | \$16,556 | \$22,042 | \$21,552 | \$24,926 | \$2,884 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$340,042 | \$385,533 | \$376,983 | \$386,363 | \$830 |
| Rev. Over (Under) Exp. | \$65,120 | - | \$13,550 | - | - |



Program Highlights

Revenues increase by \$5,000 due to increased procurement card rebates.

County tax levy funding decreases by approximately \$4,200 mainly due to increased revenues budgeted as described above.

Personnel costs decrease by approximately \$1,300 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Interdepartmental charges increase approximately \$2,900 due to increased End User Technology Fund (EUTF) charges by \$3,300, partially offset by decreased postage charges by \$500.



| Activity | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|------------------------|----------------|----------------|------------------|----------------|------------------|
| Requisitions Processed | 405 | 500 | 420 | 420 | (80) |
| Purchase Orders Issued | 492 | 575 | 585 | 575 | 0 |
| Bids/Proposals Issued | 103 | 140 | 125 | 125 | (15) |
| Procard Transactions | \$5,741,500 | \$6,000,000 | \$6,000,000 | \$6,000,000 | 0 |

Information Technology Solutions

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Staffing (FTE) | 10.85 | 10.85 | 10.85 | 10.85 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$10,000 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$1,486,712 | \$1,561,610 | \$1,561,610 | \$1,611,424 | \$49,814 |
| Total Revenues | \$1,496,712 | \$1,561,610 | \$1,561,610 | \$1,611,424 | \$49,814 |
| Personnel Costs | \$1,162,406 | \$1,217,953 | \$1,203,880 | \$1,223,073 | \$5,120 |
| Operating Expenses | \$87,076 | \$140,345 | \$133,805 | \$145,555 | \$5,210 |
| Interdept. Charges | \$171,367 | \$203,312 | \$201,665 | \$242,796 | \$39,484 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$1,420,849 | \$1,561,610 | \$1,539,350 | \$1,611,424 | \$49,814 |
| Rev. Over (Under) Exp. | \$75,863 | - | \$22,260 | - | - |



Program Highlights

County tax levy funding increases by approximately \$49,800 mainly due to increased expenditures budgeted as described below.

Personnel costs increase by approximately \$5,100 mainly due to cost to continue existing staff and an increase in health insurance for changes in plan selection, partially offset by County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which partially offsets personnel cost increases for 2012. Operating expenses increase approximately \$5,200 mainly due to increased contracted services for transitioning off the Oracle based Stellent Imaging system and for support of Database Administration functions. Interdepartmental charges increase approximately \$39,500 due to increased End User Technology Fund (EUTF) charges by \$41,300, partially offset by decreased phone costs by \$1,300.



Fund Purpose

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

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

| Financial Summary | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|----------------------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|---------------|
| | Actual | Adopted Budget (b)(c) | Estimate (c) | Budget (b) | Adopted Budget | % |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Services | \$136,576 | \$126,600 | \$126,600 | \$127,000 | \$400 | 0.3% |
| Interdepartmental (a) | \$4,656,407 | \$5,056,233 | \$4,922,390 | \$5,385,420 | \$329,187 | 6.5% |
| Other Revenue | \$13,665 | \$0 | \$0 | \$0 | \$0 | N/A |
| Appr. Fund Balance (b)(c) | \$1,066,946 | \$888,464 | \$1,076,497 | \$816,671 | (\$71,793) | -8.1% |
| County Tax Levy (d) | \$779,872 | \$399,872 | \$399,872 | \$20,000 | (\$379,872) | -95.0% |
| Total Revenue Sources | \$6,653,466 | \$6,471,169 | \$6,525,359 | \$6,349,091 | (\$122,078) | -1.9% |
| Personnel Costs | \$2,728,062 | \$2,878,316 | \$2,819,619 | \$2,878,133 | (\$183) | 0.0% |
| Operating Expenses | \$3,054,956 | \$3,454,246 | \$3,404,102 | \$3,322,002 | (\$132,244) | -3.8% |
| Interdept. Charges | \$82,560 | \$92,825 | \$92,525 | \$101,744 | \$8,919 | 9.6% |
| Fixed Assets (memo) (e) | \$492,111 | \$529,280 | \$494,889 | \$482,691 | (\$46,589) | -8.8% |
| Total Expenditures (e) | \$5,865,578 | \$6,425,387 | \$6,316,246 | \$6,301,879 | (\$123,508) | -1.9% |
| Operating Inc./((Loss) (e)(f)(g) | \$787,888 | \$45,782 | \$209,113 | \$47,212 | \$1,430 | 3.1% |

Position Summary (FTE)

| | | | | | |
|-------------------|--------------|--------------|--------------|--------------|-------------|
| Regular Positions | 26.60 | 26.60 | 26.60 | 26.60 | 0.00 |
| Extra Help | 5.78 | 5.39 | 6.22 | 6.22 | 0.83 |
| Overtime | 0.06 | 0.06 | 0.06 | 0.06 | 0.00 |
| Total | 32.44 | 32.05 | 32.88 | 32.88 | 0.83 |

- (a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users that may be funded by a combination of revenue sources including tax levy.
- (b) 2010 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$678,019 and General Fund Balance of \$250,000. 2011 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$738,464 and General Fund Balance of \$150,000. 2012 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$816,671.
- (c) 2011 Estimate exceeds 2011 Adopted Budget due to open purchase orders carried over from the 2010 Budget.
- (d) Tax Levy within the End User Technology program provides initial funding of the plan for the difference between expenditures and revenues.
- (e) Total expenditures and net operating income exclude Fixed Assets to conform with financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues, tax levy and General Fund Balance.
- (f) Reflects revenues in excess of expenditures. However, it is not correctly Operating Income since Fund Balance is applied.
- (g) The goal is to breakeven across the years. In some years the copier replacement program will budget a gain and some years will budget a loss with an overall trend to breakeven.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

| Performance Measure: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|---------------------------------|----------------|----------------|------------------|----------------|
| Percent ID Login Costs | 50% | 50% | 50% | 51% |
| Percent Server & Software Costs | 43% | 43% | 43% | 42% |
| Percent Connected Device Cost | 7% | 7% | 7% | 7% |

Objective 2: Identify payback ratio of implementing technology and policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements. (Records Management and Information Technology)

Key Outcome Indicator: Savings to departments is greater than costs of records management consulting costs.

End User Technology

Program Description

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

Included in this program are two sections of Information Technology:

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

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

End User Technology (Cont.)

| | 2010 Actual | 2011 Budget (b) | 2011 Estimate | 2012 Budget (b) | Budget Change |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Staffing (FTE) | 25.73 | 25.73 | 25.73 | 25.73 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$41,572 | \$51,600 | \$51,600 | \$52,000 | \$400 |
| Interdepartmental (a) | \$3,717,386 | \$4,178,044 | \$4,178,044 | \$4,640,270 | \$462,226 |
| Other Revenue | \$16,000 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance (b) | \$982,645 | \$846,779 | \$979,612 | \$662,779 | (\$184,000) |
| County Tax Levy (c) | \$759,872 | \$379,872 | \$379,872 | \$0 | (\$379,872) |
| Total Revenues | \$5,517,475 | \$5,456,295 | \$5,589,128 | \$5,355,049 | (\$101,246) |
| Personnel Costs | \$2,415,359 | \$2,564,489 | \$2,486,846 | \$2,538,070 | (\$26,419) |
| Operating Expenses | \$2,512,478 | \$2,884,741 | \$2,884,241 | \$2,809,999 | (\$74,742) |
| Interdept. Charges | \$3,790 | \$7,065 | \$7,065 | \$6,980 | (\$85) |
| Fixed Assets (Memo) (d) | \$474,556 | \$405,000 | \$405,000 | \$405,000 | \$0 |
| Total Expenditures (d) | \$4,931,627 | \$5,456,295 | \$5,378,152 | \$5,355,049 | (\$101,246) |
| Operating Income/(Loss) (d)(e) | \$585,848 | - | \$210,976 | - | - |

- (a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy.
- (b) 2010 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$650,061 and General Fund Balance of \$250,000. 2011 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$696,779 and General Fund Balance of \$150,000. 2012 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$662,779.
- (c) Tax Levy within the End User Technology program provides initial funding of the plan.
- (d) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.
- (e) Reflects revenues in excess of Expenditures. However, it is not correctly Operating Income since Fund Balance is applied.



Program Highlights

Interdepartmental Revenues increase \$462,226 as the Department continues to phase in full cost recovery, which is currently at 87%. Fund balance decreases \$184,000, with no General Fund balance used in 2012. Tax Levy decreases \$379,872 with the levy transferred to departments to ease department budgets in phasing in of full-costs.

Personnel costs decrease \$26,419 due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses decrease \$74,742 mostly due to decreased contracted services and computer equipment.

Activity

The plan is scheduled to replace 279 PC's (including laptops), 50 flat panels and 45 peripherals (printers, scanners, etc.) in 2012. The plan currently supports 1,477 personal workstations and laptop computers.



| Year | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | Units Purchased |
|-------------|------|------|------|------|------|------|------|------|--------------------|
| | | | | | | | | | Incr./(Decr.) |
| PC | 341 | 323 | 317 | 186 | 205 | 316 | 310 | 279 | (31) |
| Flat panels | N/A | N/A | 336 | 164 | 300 | 300 | 50 | 50 | 0 |
| Peripherals | 20 | 25 | 15 | 35 | 30 | 50 | 50 | 45 | (5) |

Microfilm and Imaging/Records Management

Program Description

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

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

| | 2010 Actual | 2011 Budget (b) | 2011 Estimate | 2012 Budget (b) | Budget Change |
|---------------------------------------|------------------|--------------------|-------------------|--------------------|------------------|
| Staffing (FTE) | 6.41 | 6.02 | 6.85 | 6.85 | 0.83 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$95,004 | \$75,000 | \$75,000 | \$75,000 | \$0 |
| Interdepartmental | \$421,047 | \$329,685 | \$217,267 | \$209,473 | (\$120,212) |
| Other Revenue | (\$2,335) | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance (a) | \$81,762 | \$41,685 | \$96,885 | \$153,892 | \$112,207 |
| County Tax Levy | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$0 |
| Total Revenues | \$615,478 | \$466,370 | \$409,152 | \$458,365 | (\$8,005) |
| Personnel Costs | \$296,305 | \$296,733 | \$315,850 | \$322,851 | \$26,118 |
| Operating Expenses | \$76,786 | \$100,625 | \$60,270 | \$57,613 | (\$43,012) |
| Interdept. Charges | \$64,137 | \$69,012 | \$68,712 | \$77,901 | \$8,889 |
| Fixed Assets (b) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures (b) | \$437,228 | \$466,370 | \$444,832 | \$458,365 | (\$8,005) |
| Operating Income/(Loss) (b)(c) | \$178,250 | - | (\$35,680) | - | - |

- (a) 2010 Estimate exceeds 2010 Adopted Budget due to open purchase orders carried over from the 2009 Budget.
- (b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the department's operating request will be funded by operating revenues, tax levy and General Fund Balance.
- (c) Reflects revenues in excess of Expenditures. However, it is not correctly Operating Income since Fund Balance is applied.



Program Highlights

Charges for Services reflect recent history of services provided to third party customers adjusted for anticipated reduced document volume. Interdepartmental revenues decrease \$120,200 mainly due to decreased imaging/microfilm revenues by \$92,000 from decreased volume and rate change for District Attorney, by \$16,000 for Sheriff and by \$7,500 for Register of Deeds and a decrease for records center charges by \$4,700 reflecting reduced quantity of storage boxes at the records center. Fund Balance of \$5,158 is budgeted for depreciation and \$148,734 to maintain a low fee to departments.

Personnel costs increase \$26,100 mostly due to an increase in temporary extra help by \$22,300 and cost to continue existing staff, partially offset by the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Operating expenses decrease by \$43,000 mostly due to decreased third party temporary help by \$24,000, decreased tuition/registration by \$7,500, contracted services for microfilming by \$5,000 and storage box costs by \$4,000. Interdepartmental charges increase by \$8,900 due to increased End User Technology Fund (EUTF) charges.

Mail Services / Copier Replacement

Program Description

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

| | 2010 Actual | 2011 Budget (b) | 2011 Estimate | 2012 Budget (b) | Budget Change |
|---------------------------------------|------------------|--------------------|------------------|--------------------|-------------------|
| Staffing (FTE) | 0.30 | 0.30 | 0.30 | 0.30 | 0.00 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental (a) | \$517,974 | \$548,504 | \$527,079 | \$535,677 | (\$12,827) |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$2,539 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues | \$520,513 | \$548,504 | \$527,079 | \$535,677 | (\$12,827) |
| Personnel Costs | \$16,398 | \$17,094 | \$16,923 | \$17,212 | \$118 |
| Operating Expenses | \$465,692 | \$468,880 | \$459,591 | \$454,390 | (\$14,490) |
| Interdept. Charges | \$14,633 | \$16,748 | \$16,748 | \$16,863 | \$115 |
| Fixed Assets (b) | \$17,555 | \$124,280 | \$89,889 | \$77,691 | (\$46,589) |
| Total Expenditures (b) | \$496,723 | \$502,722 | \$493,262 | \$488,465 | (\$14,257) |
| Operating Income/(Loss) (b)(c) | \$23,790 | 45,782 | \$33,817 | \$47,212 | \$1,430 |

- (a) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
- (b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
- (c) The goal 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

Interdepartmental revenues decrease \$12,800 mostly due to a reduction in pieces of mail by \$16,400, partially offset by an increase in copier replacement charges by \$3,600.

Personnel costs increase by approximately \$118 due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses decrease \$14,500 mostly due to decreased postage expense, resulting from a reduction in pieces mailed. Fixed assets reflects the purchase of replacement copy machines.

Activity – Copier Replacement



| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|-------------------------------|----------------|----------------|------------------|----------------|------------------|
| <u>Copier Purchases</u> | | | | | |
| Total Number of Units in Plan | 78 | 78 | 78 | 78 | 0 |
| Units Purchased Annually | 13 | 20 | 20 | 14 | (6) |

Activity – Records Management



| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|-----------------------------|----------------|----------------|------------------|----------------|------------------|
| <u>Output Indicators</u> | | | | | |
| Storage Boxes Received (a) | 839 | 1,100 | 1,000 | 900 | (200) |
| Storage Boxes Destroyed (a) | 1,330 | 1,150 | 950 | 850 | (300) |
| Boxes/Journals Offsite | 12,986 | 13,452 | 13,036 | 13,086 | (366) |

(a) In the year referenced.

Activity – Microfilm/Imaging



| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---|----------------|----------------|------------------|----------------|------------------|
| <u>Output Indicators</u> | | | | | |
| Microfilm Reels Created | 276 | 270 | 260 | 260 | (10) |
| Images Converted (Microfilmed & Digitized) (b) | 781,624 | 1,104,350 | 661,184 | 685,666 | (418,684) |
| CD's Produced (b) | 1,159 | 1,150 | 1,150 | 1,150 | 0 |

(b) Directly related to the real estate market.

Activity – Mail Services



| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|--------------------------|----------------|----------------|------------------|----------------|------------------|
| <u>Output Indicators</u> | | | | | |
| Incoming Mail (Bins) | 1,590 | 1,600 | 1,600 | 1,600 | 0 |
| Outgoing Mail (Pieces) | 714,268 | 725,000 | 700,000 | 700,000 | (25,000) |
| Outgoing UPS (Pieces) | 278 | 300 | 300 | 300 | 0 |



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, preparing and guarding against catastrophic fiscal loss.

| Financial Summary | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|
| | Actual | Adopted Budget | Estimate | Budget | Adopted Budget | |
| | | | | | \$ | % |
| Revenues | | | | | | |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fines/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Service | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Interdepartmental (a) | \$1,343,364 | \$1,463,400 | \$1,463,400 | \$1,628,500 | \$165,100 | 11.3% |
| Other Revenue (b) | \$571,773 | \$537,200 | \$537,200 | \$552,000 | \$14,800 | 2.8% |
| Appr. Fund Balance (c) | \$618,854 | \$528,522 | \$556,295 | \$368,254 | (\$160,268) | -30.3% |
| County Tax Levy | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Revenue Sources(a)(b)(c) | \$2,533,991 | \$2,529,122 | \$2,556,895 | \$2,548,754 | \$19,632 | 0.8% |
| Expenditures | | | | | | |
| Personnel Costs | \$283,487 | \$296,662 | \$291,388 | \$294,049 | (\$2,613) | -0.9% |
| Operating Expenses | \$2,092,514 | \$2,165,394 | \$2,165,394 | \$2,187,496 | \$22,102 | 1.0% |
| Interdept. Charges | \$59,582 | \$67,066 | \$67,066 | \$67,209 | \$143 | 0.2% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Debt Principal (memo) | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$2,435,583 | \$2,529,122 | \$2,523,848 | \$2,548,754 | \$19,632 | 0.8% |
| Operating Inc./(Loss) | \$98,408 | \$0 | \$33,047 | \$0 | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions | 3.20 | 3.20 | 3.20 | 3.20 | 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 | 3.20 | 3.20 | 3.20 | 3.20 | 0.00 |

- (a) Interdepartmental revenues from charges to insured departments include tax levy funding.
- (b) Other revenues include investment income, Wisconsin Municipal Mutual Insurance company dividends and subrogation recoveries on claims which are decreased to reflect prior year use of Risk Management Fund Balance reducing available funds to invest.
- (c) Appropriated Fund Balance consists of the following sources and uses:

| | 2010 Budget | 2011 Budget | 2012 Budget |
|------------------------------|-------------|-------------|-------------|
| <u>Source</u> | | | |
| General Fund Balance | \$612,354 | \$528,522 | \$368,254 |
| <u>Use</u> | | | |
| General/Auto/Other Liability | \$196,490 | \$189,557 | \$145,668 |
| Worker's Compensation | \$415,864 | \$338,965 | \$222,586 |

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

Key Outcome Indicator:

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: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|--|----------------|------------------------|------------------|------------------------|
| Workers' Compensation Experience Modification Factor | 1.14 | At or below 1.00 | 1.14 | At or below 1.00 |

General/Auto Liability & Other Insurance**Program Description**

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Staffing (FTE) | 1.95 | 1.95 | 1.95 | 1.95 | 0.00 |
| Interdepartmental (a) | \$704,862 | \$729,900 | \$729,900 | \$766,400 | \$36,500 |
| Other Revenue (b) | \$444,493 | \$480,700 | \$480,700 | \$480,000 | (\$700) |
| Appr. Fund Balance | \$196,490 | \$189,557 | \$212,870 | \$145,668 | (\$43,889) |
| County Tax Levy | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues (a) (b) | \$1,345,845 | \$1,400,157 | \$1,423,470 | \$1,392,068 | (\$8,089) |
| Personnel Costs | \$173,815 | \$181,740 | \$179,087 | \$180,370 | (\$1,370) |
| Operating Expenses | \$1,071,935 | \$1,152,436 | \$1,152,436 | \$1,145,529 | (\$6,907) |
| Interdept. Charges | \$57,527 | \$65,981 | \$65,981 | \$66,169 | \$188 |
| Fixed Assets (Memo) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Debt Principal (Memo) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$1,303,277 | \$1,400,157 | \$1,397,504 | \$1,392,068 | (\$8,089) |
| Operating Inc. /(Loss) | \$42,568 | - | 25,966 | - | - |

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

(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Mutual Insurance Company (WMMIC), and insurance reimbursements.

General/Auto Liability & Other Insurance (cont.)



Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 5% or \$36,500 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of \$145,668 of General Fund Balance. The goal is to continue to reduce reliance on General Fund Balance as department charges are modified to better reflect program cost. Other Revenue includes investment income which stabilized.

Personnel costs decreased 1% or \$1,370 based on budget projections. Operating expenses decreased approximately 1% or \$6,907 primarily due to reduction in property damage claims and insurance costs. Interdepartmental charges stabilized.

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.

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Staffing (FTE) | 1.25 | 1.25 | 1.25 | 1.25 | 0.00 |
| Interdepartmental (a) | \$638,502 | \$733,500 | \$733,500 | \$862,100 | \$128,600 |
| Other Revenue | \$127,280 | \$56,500 | \$56,500 | \$72,000 | \$15,500 |
| Appr. Fund Balance | \$422,364 | \$338,965 | \$343,425 | \$222,586 | (\$116,379) |
| County Tax Levy | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues (a) | \$1,188,146 | \$1,128,965 | \$1,133,425 | \$1,156,686 | \$27,721 |
| Personnel Costs | \$109,672 | \$114,922 | \$112,301 | \$113,679 | (\$1,243) |
| Operating Expenses | \$1,020,579 | \$1,012,958 | \$1,012,958 | \$1,041,967 | \$29,009 |
| Interdept. Charges | \$2,055 | \$1,085 | \$1,085 | \$1,040 | (\$45) |
| Fixed Assets (Memo) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$1,132,306 | \$1,128,965 | \$1,126,344 | \$1,156,686 | \$27,721 |
| Operating Inc. /(Loss) | \$55,840 | - | 7,081 | - | - |

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



Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 17.5% or \$128,600 to better reflect historical claims payout patterns and to reduce fund balance subsidy. The department charges were held at this increase with the assistance of \$222,586 in General Fund Balance. The goal is to reduce reliance on General Fund Balance as department charges are modified to better reflect program costs. Other Revenue includes investment income and claims subrogation which increased approximately 27% or \$15,500 to reflect anticipated claims recoveries.

Personnel costs decrease 1% or \$1,243 based on budget projections. Operating expenses increase 3% or \$29,009 primarily due to an increase in current year self-insured claims and estimated future claim payments based on historical trends. Interdepartmental charges remain stable.

Worker's Compensation (cont.)

**Activity – Risk Management Fund Overall**

| <u>Output Indicators:</u> | 2007 <u>Actual</u> | 2008 <u>Actual</u> | 2009 <u>Actual</u> | 2010 <u>Actual</u> | 2011 <u>Estimate</u> |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Safety Inspections/Surveys | 34 | 12 | 25 | 30 | 20 |
| Safety Meetings | 19 | 11 | 14 | 23 | 20 |
| Training In-services | 25 | 13 | 23 | 22 | 20 |
| Beat Articles/Flyers | 5 | 4 | 4 | 3 | 4 |
| Contracts & Ins Certificates Reviewed | 371 | 430 | 593 | 586 | 525 |
| <u>Efficiency Indicators:</u> | | | | | |
| Total Purchased Insurance Premium | \$629,231 | \$605,350 | \$626,678 | \$622,547 | \$632,600 |
| Cost of Insurance Per \$1,000 of County Expenditures* | \$2.83 | \$2.73 | \$2.80 | \$2.72 | \$2.71 |
| Total Risk Mgmt Expenditures | \$2,086,566 | \$2,201,488 | \$2,328,164 | \$2,456,854 | \$2,548,754 |
| Cost of Risk Per \$1,000 of County Expenditures* | \$9.38 | \$9.93 | \$10.41 | \$10.74 | \$10.92 |

*excludes capital projects & debt service

Note: Output indicators low in 2008 given professional staff turnover.

**Activity – General/Auto Liability & Other Insurance Program**

| <u>Output Indicators:</u> | 2007 <u>Actual</u> | 2008 <u>Actual</u> | 2009 <u>Actual</u> | 2010 <u>Actual</u> | 2011 <u>Estimate</u> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| # of Property/Auto Physical Claims Paid & Reserve Net of Subrogation | 60 | 44 | 45 | 55 | 51 |
| Average Cost Per Claim | \$251,553 | \$172,806 | \$151,581 | \$203,353 | NA |
| Subrogation Collections | \$4,186 | \$3,927 | \$3,368 | \$3,697 | NA |
| | \$36,294 | \$38,513 | \$7,677 | \$9,705 | NA |
| # of General/Auto Liability Claims Paid & Reserve | 76 | 67 | 44 | 37 | 56 |
| Average Cost Per Claim | \$179,277 | \$434,110 | \$162,231 | \$54,705 | NA |
| | \$2,359 | \$6,479 | \$3,687 | \$1,479 | NA |

Note: Accident year claims data valued as of 3/31/11.

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

**Activity – Workers' Compensation Program**

| <u>Output Indicators:</u> | 2007 <u>Actual</u> | 2008 <u>Actual</u> | 2009 <u>Actual</u> | 2010 <u>Actual</u> | 2011 <u>Estimate</u> |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| # of Worker's Compensation Claims Paid & Reserve Net of Subrogation | 126 | 121 | 116 | 111 | 119 |
| Average Cost Per Claim | \$696,830 | \$1,222,689 | \$1,055,014 | \$707,755 | NA |
| | \$5,522 | \$10,105 | \$9,095 | \$6,376 | NA |

Note: Accident year claims data valued as of 03/31/11.

\$ Includes legal expenses and statutory workers' compensation portion of disability pay.

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



Fund Purpose

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

| Financial Summary | 2010 Actual | 2011 Adopted Budget | 2011 Estimate | 2012 Budget | Change From 2011 Adopted Budget | |
|----------------------------------|------------------|---------------------------|------------------|------------------|------------------------------------|-------------|
| | | | | | \$ | % |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Interdepartmental | \$776,877 | \$752,307 | \$757,842 | \$757,842 | \$5,535 | 0.7% |
| Appr. Fund Balance (a)(b) | \$39,006 | \$34,399 | \$34,399 | \$32,462 | (\$1,937) | -5.6% |
| Other Revenue | \$5,257 | \$4,961 | \$4,940 | \$5,230 | \$269 | 5.4% |
| County Tax Levy | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Revenue Sources | \$821,140 | \$791,667 | \$797,181 | \$795,534 | \$3,867 | 0.5% |
| Personnel Costs | \$198,396 | \$207,692 | \$203,976 | \$207,444 | (\$248) | -0.1% |
| Operating Expenses | \$547,697 | \$555,779 | \$555,418 | \$559,113 | \$3,334 | 0.6% |
| Interdept. Charges | \$27,281 | \$28,196 | \$28,196 | \$28,977 | \$781 | 2.8% |
| Fixed Assets (Memo) (c) | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$773,374 | \$791,667 | \$787,590 | \$795,534 | \$3,867 | 0.5% |
| Operating Inc./(Loss) (b) | \$47,766 | \$0 | \$9,591 | \$0 | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Regular Positions | 2.35 | 2.35 | 2.35 | 2.35 | 0.00 |
| Extra Help | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Overtime | 0.02 | 0.02 | 0.02 | 0.02 | 0.00 |
| Total | 2.37 | 2.37 | 2.37 | 2.37 | 0.00 |

- (a) Communications includes a Communications Fund Balance appropriation of \$29,919 in 2010, \$25,312 in 2011 and \$23,375 in 2012 to stabilize charges to departments. In 2010, 2011 and 2012 there is a Communications Fund Balance appropriation of \$9,087 for depreciation of the voice mail system.
- (b) The 2010 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.
- (c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards.



Program Highlights

Interdepartmental revenues increase \$5,500 mostly due to increased cellular charges by \$13,700, reflecting an increase in the number of cell phones, partially offset by decreased charges for land lines by \$8,200.

Operating expenses increase by approximately \$3,300 mostly due to an increase in cellular phone service costs, partially offset by a decrease in land line phone service costs. Interdepartmental charges increase mostly due to an increase in End User Technology Fund (EUTF) charges.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Provide 7x24x365 phone services with very high stability and availability to support the County mission and all departments and employees.

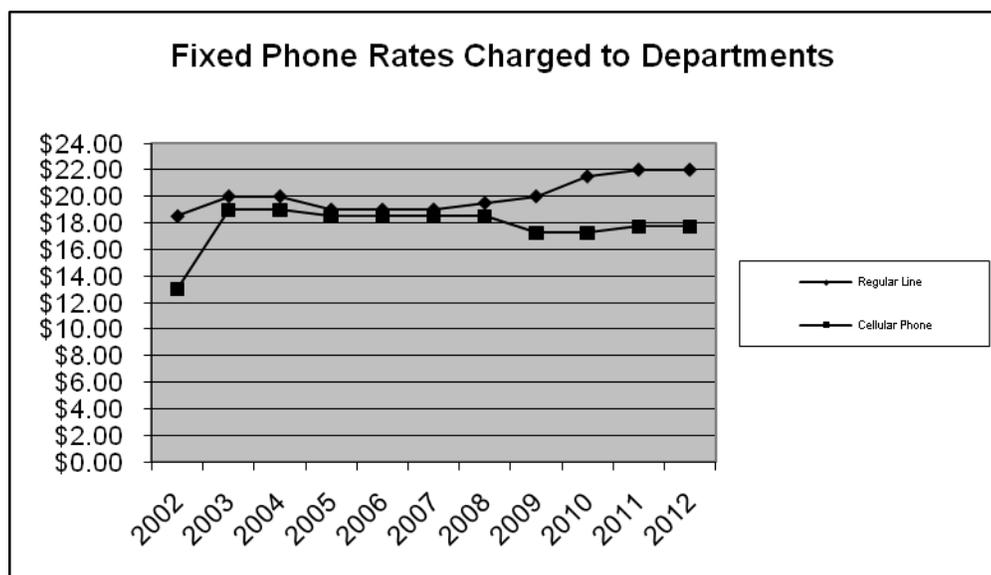
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

| Performance Measure: | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Target |
|----------------------|----------------|----------------|------------------|----------------|
| System Uptime | 99.99% | 99.99% | 99.99% | 99.99% |

Objective 2: Engineer solutions, evaluate proposals and controls to ensure the most cost-effective services for voice and data communications.

Key Outcome Indicator: A County telecommunications system that remains supportable and meets County requirements and where costs increase only in proportion to Cost of Living, or in proportion to added infrastructure.

Performance Measure:



Objective 3: Provide responsive support and repair efforts to solve problems and address issues.

Key Outcome Indicator: A County voice communications system that is reliable and supportable, given current staffing and resources. Systems and staffing that provide for expeditious return to service for all problems and move/change requests.

| Performance Measures: | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Target |
|---|----------------|----------------|------------------|----------------|
| Average time to clear issue: Standard Repair – 6 hours | 95% | 90% | 99% | 90% |
| Announced Move – 14 days | 99% | 95% | 99% | 95% |

Current & Adopted Capital Projects

| Proj# | Project Name | Expected Completion Year | Total Project Costs | Estimated % Complete End of '11 | Estimated Operating Impact | A = Annual T = One-Time |
|--------|---|--------------------------|---------------------|---------------------------------|----------------------------|----------------------------|
| 200820 | IT Infrastructure Upgrade to Wiring Closets (a) | 2014 | \$800,000 | 20% | \$3,500 | A |

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



Activity

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|----------------------------------|----------------|----------------|------------------|----------------|------------------|
| # of Regular Telephone Lines | 1,751 | 1,741 | 1,754 | 1,754 | 13 |
| # of Business Set Lines | 191 | 190 | 190 | 190 | 0 |
| # of Non-Centrex Telephone Lines | 132 | 127 | 134 | 134 | 7 |
| # of Cellular Phones | 268 | 251 | 270 | 270 | 19 |



Collections

Administration

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

| Financial Summary | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|------------------------------|-------------------|--------------------|--------------------|--------------------|------------------|--------------|
| | Actual | Adopted Budget | Estimate | Budget | Adopted Budget | |
| | | | | | \$ | % |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Services | \$170,833 | \$174,400 | \$176,400 | \$320,200 | \$145,800 | 83.6% |
| Interdepartmental | \$422,745 | \$418,486 | \$430,000 | \$419,564 | \$1,078 | 0.3% |
| Other Revenue | \$97,800 | \$139,000 | \$136,585 | \$104,175 | (\$34,825) | -25.1% |
| Appr. Fund Balance (a)(b) | \$128,626 | \$140,621 | \$140,621 | \$194,441 | \$53,820 | 38.3% |
| County Tax Levy (c) | (\$95,000) | (\$120,000) | (\$120,000) | (\$120,000) | \$0 | 0.0% |
| Total Revenue Sources | \$725,004 | \$752,507 | \$763,606 | \$918,380 | \$165,873 | 22.0% |
| Personnel Costs | \$496,304 | \$554,627 | \$546,708 | \$673,821 | \$119,194 | 21.5% |
| Operating Expenses | \$122,180 | \$138,133 | \$125,758 | \$174,142 | \$36,009 | 26.1% |
| Interdept. Charges | \$178,819 | \$179,747 | \$186,475 | \$190,417 | \$10,670 | 5.9% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$797,303 | \$872,507 | \$858,941 | \$1,038,380 | \$165,873 | 19.0% |
| Operating Inc./ (Loss) (b) | (\$72,299) | (\$120,000) | (\$95,335) | (\$120,000) | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------------|-------------|-------------|--------------|-------------|
| Regular Positions | 5.75 | 5.75 | 4.75 | 5.75 | 0.00 |
| Extra Help | 1.38 | 2.13 | 3.64 | 5.15 | 3.02 |
| Overtime | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | 7.13 | 7.88 | 8.39 | 10.90 | 3.02 |

- (a) A Collections Fund Balance appropriation in 2010 of \$14,972 is for depreciation expense and \$111,545 to maintain Collections internal cost to departments for total of \$126,517 in the 2010 Budget. A Collections Fund Balance appropriation in 2011 of \$13,120 is for depreciation expense and \$127,501 to maintain Collections internal cost to departments for total of \$140,621 in the 2011 Budget. A Collections Fund Balance appropriation in 2012 of \$13,120 is for depreciation expense and \$181,321 to maintain Collections internal cost to departments for total of \$194,441 in the 2012 Budget.
- (b) The 2010 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.
- (c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2012, the overall amount of this general tax levy reduction totals \$1,060,000.

Current & Adopted Capital Projects

| Proj# | Project Name | Expected Completion Year | Total Project Costs | Estimated % Complete End of '11 | Estimated Operating Impact | A = Annual T = One-Time |
|--------|------------------------------------|--------------------------|---------------------|---------------------------------|----------------------------|----------------------------|
| 200710 | Collection System Interface(s) (a) | 2012 | \$100,000 | 75% | \$15,000 | A |

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

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

Key Outcome Indicator: Based on 2008, achieve greater than 75% reduction in the amount of time staff spends on HHS referral processing by 2010.

| Performance Measure: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|---------------------------------------|----------------|----------------|------------------|----------------|
| Reduced total staff time per referral | N/A | 75% | Unknown* | Unknown* |

*Dependant on vendor.

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

| Performance Measure: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|------------------------------|----------------|----------------|------------------|----------------|
| Ratio – All Collected Funds* | 3.53 | 3.37 | 3.25 | 3.14 |

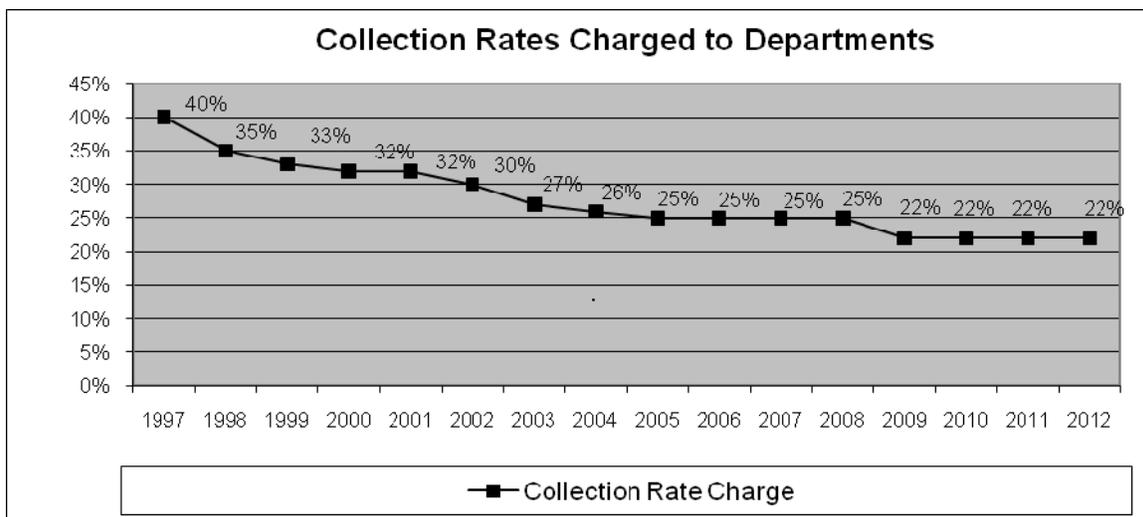
Maintain a recovery % greater than collection agency industry average specific to governmental accounts. Ratio reduction mainly due to lower level of judgment (bail forfeiture and interest) backlog accounts from prior year success.

| | | | | |
|-------------------------------|--------|--------|--------|--------|
| Waukesha County Recovery %** | 30.6% | 31.0% | 31.0% | 31.0% |
| Collection Agencies Rec. %*** | 11.27% | 11.27% | 11.27% | 11.27% |

*Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.

**The overall recovery percent is being impacted by increasing referrals from Health & Human Services. These accounts are increasingly more difficult to collect given the nature of the debt, the financial status of the parties being collected from and the State's ability to pay provisions.

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





Program Highlights

Charges for Services revenues increase \$145,800 due to increased collections mostly in anticipation of a major new client. Interdepartmental revenues increase \$1,078 due to increased collections. Other revenues decrease \$34,825 mainly due to decreased interest on judgments, of which is a net of \$49,100 shared with the District Attorney. Collection Fund Balance appropriation of \$194,441 is for general depreciation expense, expenses relating to the collections interface capital project and to maintain a low Collection fee to internal customers.

Personnel costs increase by \$119,194 mainly due to increased extra temporary help. Personnel costs would have decreased by \$2,908 without the increase for anticipated new business. Operating expenses increase \$36,009 mainly due to third party temporary help and credit-collections services. These increases are partially offset by decreased publications and printing costs. Interdepartmental charges increase \$10,670 mainly due to increased postage, County overhead charges and variable phone charges, partially offset by decreased End User Technology Fund (EUTF) charges.

In summary, 13.6% of the total costs incurred by this program are for County-wide and departmental indirect costs, depreciation expense, legal support from Corporation Counsel offices, additional support from Department of Administration and end user computer support total cost of personal computer ownership.



Activity

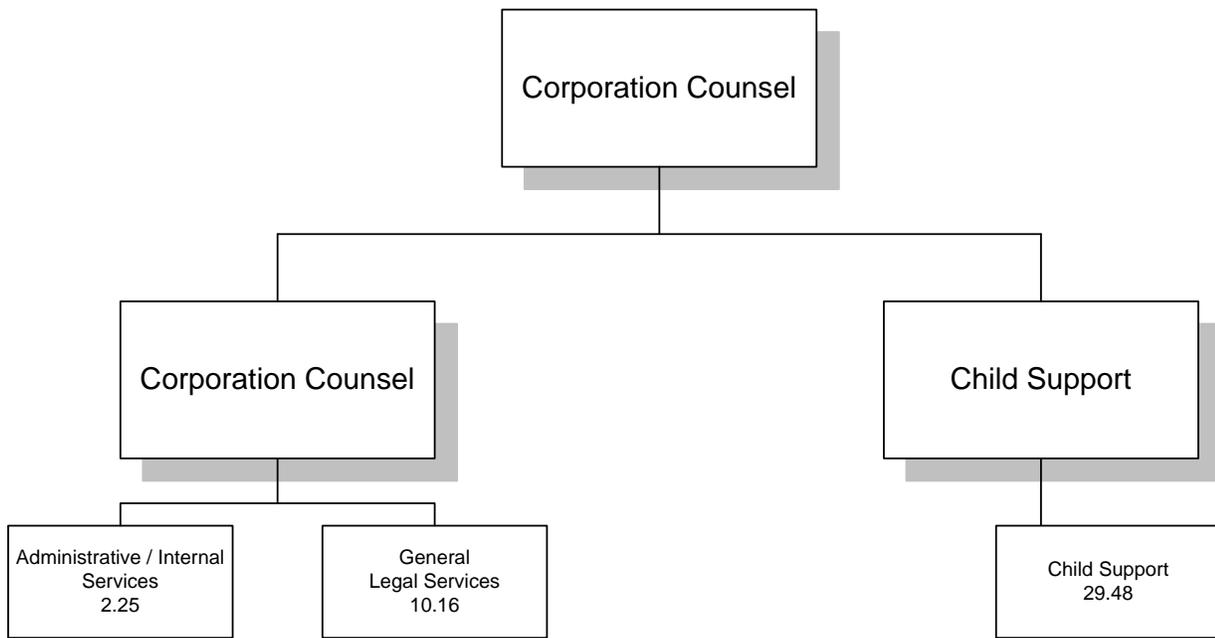
| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---|--------------------|--------------------|--------------------|--------------------|------------------|
| \$ Coll. for Wauk. Cty. Customers | \$1,254,102 | \$1,210,900 | \$1,260,540 | \$1,229,475 | \$18,575 |
| \$ Coll. & Shared with State | \$899,621 | \$905,000 | \$898,140 | \$890,000 | (\$15,000) |
| \$ Coll. for Municipal Customers | \$660,381 | \$625,000 | \$630,100 | \$1,142,500 | \$517,500 |
| Total \$ Collected | \$2,814,104 | \$2,740,900 | \$2,788,780 | \$3,261,975 | \$521,075 |
| Total \$ Retained by County | \$1,833,928 | \$1,808,650 | \$1,858,003 | \$1,944,125 | \$135,475 |
| Accts Referred to Collection Div. | 13,391 | 12,000 | 12,000 | 13,000 | 1,000 |
| \$ Referred to Collection Division * | \$5,480,685 | \$7,500,000 | \$7,585,000 | \$8,500,000 | \$1,000,000 |
| # of External Intergovernmental Customers | 30 | 37 | 33 | 35 | (2) |

*83.16% of the 2010 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties the Division is attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.89 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

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

| Financial Summary | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|-------------------------------|-------------|----------------|-------------|-------------|------------------|------|
| | Actual | Adopted Budget | Estimate | Budget | Adopted Budget | |
| | | | | | \$ | % |
| Corporation Counsel | | | | | | |
| Revenues (a) | \$463,111 | \$452,100 | \$448,090 | \$452,100 | \$0 | 0.0% |
| County Tax Levy (b) | \$1,001,188 | \$1,006,016 | \$1,006,016 | \$1,030,032 | \$24,016 | 2.4% |
| Expenditures (c) | \$1,346,122 | \$1,458,116 | \$1,433,844 | \$1,482,132 | \$24,016 | 1.6% |
| Rev. Over (Under) Exp. (f) | \$118,177 | - | \$20,262 | - | - | N/A |
| Child Support | | | | | | |
| Revenues (d) (e) | \$2,166,873 | \$2,189,103 | \$2,191,283 | \$2,198,595 | \$9,492 | 0.4% |
| County Tax Levy | \$317,992 | \$335,992 | \$335,992 | \$338,869 | \$2,877 | 0.9% |
| Expenditures | \$2,368,131 | \$2,525,095 | \$2,501,201 | \$2,537,464 | \$12,369 | 0.5% |
| Rev. Over (Under) Exp. | \$116,734 | - | \$26,074 | - | - | N/A |
| Total | | | | | | |
| Revenues (a) (d) (e) | \$2,629,984 | \$2,641,203 | \$2,639,373 | \$2,650,695 | \$9,492 | 0.4% |
| County Tax Levy (b) | \$1,319,180 | \$1,342,008 | \$1,342,008 | \$1,368,901 | \$26,893 | 2.0% |
| Expenditures (c) | \$3,714,253 | \$3,983,211 | \$3,935,045 | \$4,019,596 | \$36,385 | 0.9% |
| Rev. Over (Under) Exp. (f) | \$234,911 | - | \$46,336 | - | - | N/A |
| Position Summary (FTE) | | | | | | |
| Regular Positions | 39.00 | 39.00 | 39.00 | 39.00 | 0.00 | |
| Extra Help | 2.08 | 2.38 | 2.34 | 2.77 | 0.39 | |
| Overtime | 0.01 | 0.05 | 0.03 | 0.12 | 0.07 | |
| Total | 41.09 | 41.43 | 41.37 | 41.89 | 0.46 | |

(a) Corporation Counsel Revenues in 2012 are budgeted at 2011 level for \$452,100, mainly from legal services provided to the Health and Human Services Department.

(b) County Tax Levy increases \$24,016 or 2.4% to \$1,030,032, which included \$17,016 in additional levy shifted from the End User Technology Fund (EUTF) to limit expenditure charges increase to be absorbed by the department.

(c) Corporation Counsel Expenditures in 2012 increase \$24,016 or 1.6% to \$1,482,132. In addition to the EUTF charges increase, it is projected increases for salaries and health insurance costs offset by 50% pension reduction according to the State Budget Repair Bill.

(d) Child Support Revenues include General Fund Balance appropriations of \$65,000 in 2010; \$55,000 in 2011; and \$156,800 in 2012.

(e) Child Support's performance funding will not be matched in 2012. However, the State of Wisconsin allocated State General Purpose Revenue (GPR) to address part of the revenue gap created by the 2005 DRA. Child Support is budgeted \$116,009 of State GPR. It is 50.9% reduction compared to 2011.

(f) Fiscal year 2011 is projected to finish favorably.

Fund Purpose

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

| Financial Summary | 2010 | 2011 | 2011 | 2012 | Change From 2011 | |
|------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|
| | Actual | Adopted Budget | Estimate | Budget | Adopted Budget | |
| | | | | | \$ | % |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Fine/Licenses | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Charges for Services (a) | \$178 | \$300 | \$100 | \$300 | \$0 | 0.0% |
| Interdepartmental (b) | \$447,770 | \$451,800 | \$447,990 | \$451,800 | \$0 | 0.0% |
| Other Revenue | \$163 | \$0 | \$0 | \$0 | \$0 | N/A |
| Appr. Fund Balance | \$15,000 | \$0 | \$0 | \$0 | \$0 | N/A |
| County Tax Levy (c) | \$1,001,188 | \$1,006,016 | \$1,006,016 | \$1,030,032 | \$24,016 | 2.4% |
| Total Revenue Sources | \$1,464,299 | \$1,458,116 | \$1,454,106 | \$1,482,132 | \$24,016 | 1.6% |
| Personnel Costs | \$1,133,610 | \$1,175,290 | \$1,171,335 | \$1,181,316 | \$6,026 | 0.5% |
| Operating Expenses | \$165,116 | \$228,278 | \$210,474 | \$228,278 | \$0 | 0.0% |
| Interdept. Charges | \$47,396 | \$54,548 | \$52,035 | \$72,538 | \$17,990 | 33.0% |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| Total Expenditures | \$1,346,122 | \$1,458,116 | \$1,433,844 | \$1,482,132 | \$24,016 | 1.6% |
| Rev. Over (Under) Exp. | \$118,177 | \$0 | \$20,262 | \$0 | - | N/A |

Position Summary (FTE)

| | | | | | |
|-------------------|-------|-------|-------|-------|------|
| Regular Positions | 11.40 | 11.40 | 11.40 | 11.40 | 0.00 |
| Extra Help | 0.70 | 0.82 | 0.82 | 0.97 | 0.15 |
| Overtime | 0.00 | 0.02 | 0.02 | 0.04 | 0.02 |
| Total | 12.10 | 12.24 | 12.24 | 12.41 | 0.17 |

(a) Charges for Services include copy and duplicating fees and legal fees.

(b) Interdepartmental revenues include legal services mainly provided to Health and Human Services Department.

(c) County Tax Levy increases \$24,016 or 2.4% mainly to fund costs to continue and to support increase in End User Technology Fund expenditure charges.

Personnel costs increase \$6,026 or .5% to \$1,181,316 for 12.41 FTEs, including increases of 0.15 FTE in temporary extra help of law interns and 0.02 FTE in overtime. Due to the State Budget Repair Bill requiring most County employees to contribute 50% to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly offsets personnel cost increases of salaries and health insurance for 2012.

Operating expenses is budgeted at the same spending authority level as 2011 for \$228,278.

Interdepartmental charges increase \$17,990 or 33% to \$72,538 mainly due to higher EUTF charges.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

| Performance Measure: | 2010 Actual | 2011 Target | 2011 Estimate | 2012 Target |
|--|-------------|-------------|---------------|-------------|
| Review and return contract within 72 hours (Dept. standard is 4 business days) | 99% | >90% | >90% | >90% |
| Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation | 99% | 97% | >97% | >97% |

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

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

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



| Workload Data | 2009 Actual | 2010 Actual | 2011 Budget | 2011 Estimate (a) | 2012 Budget | Budget Change |
|---|-------------|-------------|-------------|-------------------|-------------|---------------|
| Adult and Juvenile Chapter 51 Cases | 1,665 | 1,517 | 1,616 | 1,600 | 1,616 | 0 |
| Guardianships/Protective Placements: | | | | | | |
| - Adults (b) | 141 | 362 | 150 | 390 | 390 | 240 |
| - Juveniles | 50 | 45 | 45 | 32 | 35 | -10 |
| Juvenile Court Petitions: | | | | | | |
| - Children/Juveniles in Need of Protection/Services (CHIPS) cases | 553 | 399 | 490 | 425 | 425 | -65 |
| - Termination of Parental Rights (TPR) | 12 | 17 | 12 | 10 | 10 | -2 |

- (a) Estimate takes into consideration recent trends (increases/decreases) in the number of filed cases over the past three years.
- (b) WATTS hearings, as a separate case type, were included as of January 1, 2010.

Administrative/Internal Services

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

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Staffing (FTE) | 2.25 | 2.25 | 2.25 | 2.25 | 0.00 |
| Charges for Services | \$178 | \$300 | \$100 | \$300 | \$0 |
| Interdepartmental | \$7,994 | \$11,810 | \$8,000 | \$8,810 | (\$3,000) |
| Other Revenue | \$163 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$314,726 | \$285,731 | \$285,731 | \$289,668 | \$3,937 |
| Total Revenues | \$323,061 | \$297,841 | \$293,831 | \$298,778 | \$937 |
| Personnel Costs | \$277,993 | \$274,634 | \$271,965 | \$271,834 | (\$2,800) |
| Operating Expenses | \$8,359 | \$9,959 | \$8,486 | \$9,959 | \$0 |
| Interdept. Charges | \$16,113 | \$13,248 | \$12,421 | \$16,985 | \$3,737 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$302,465 | \$297,841 | \$292,872 | \$298,778 | \$937 |
| Rev. Over (Under) Exp. | \$20,596 | - | \$959 | - | - |



Program Highlights

Interdepartmental revenues from Child Support decrease to \$8,810. This reflects adjusting the budget more closely with prior year actual and current year estimates. The County tax levy for this program is at \$298,778.

Personnel costs decrease to \$271,834, reflecting costs savings from County employees' 50% contribution to the Wisconsin Retirement System partially offset by salary and benefit costs to continue increases for the existing 2.25 FTEs. Operating expenses are budgeted at the same spending authority as 2011. Interdepartmental charges increase \$3,737 to \$16,985 mainly due to a higher number of user login ID's and their impacts on the computer servers as the County phases in the full cost of computer ownership. Additional tax levy of \$13,481 was provided from the End User Technology Fund to reduce the net impact absorbed by the department to 2%.



Activity - Workload Data

| | 2009 Actual | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|------------------------------------|----------------|----------------|----------------|------------------|----------------|------------------|
| Total Number of Cases Filed | | | | | | |
| Bankruptcy Cases | 535 | 567 | 499 | 400 | 400 | -99 |
| Claims Received | 48 | 52 | 60 | 60 | 60 | 0 |
| Lawsuits Monitored | 4 | 12 | 10 | 8 | 8 | -2 |
| Contracts Reviewed | 264 | 359 | 250 | 250 | 250 | 0 |
| Opinions Issued | 397 | 349 | 350 | 280 | 300 | -50 |
| Resolutions/Ordinances Reviewed | 121 | 131 | 140 | 130 | 130 | -10 |

General Legal Services

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

Program Description

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

| | 2010 Actual | 2011 Budget | 2011 Estimate | 2012 Budget | Budget Change |
|---------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Staffing (FTE) | 9.85 | 9.99 | 9.99 | 10.16 | 0.17 |
| General Government | \$0 | \$0 | \$0 | \$0 | \$0 |
| Charges for Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interdepartmental | \$439,776 | \$439,990 | \$439,990 | \$442,990 | \$3,000 |
| Other Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| Appr. Fund Balance | \$15,000 | \$0 | \$0 | \$0 | \$0 |
| County Tax Levy | \$686,462 | \$720,285 | \$720,285 | \$740,364 | \$20,079 |
| Total Revenues | \$1,141,238 | \$1,160,275 | \$1,160,275 | \$1,183,354 | \$23,079 |
| Personnel Costs | \$855,617 | \$900,656 | \$899,370 | \$909,482 | \$8,826 |
| Operating Expenses | \$156,757 | \$218,319 | \$201,988 | \$218,319 | \$0 |
| Interdept. Charges | \$31,283 | \$41,300 | \$39,614 | \$55,553 | \$14,253 |
| Fixed Assets | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$1,043,657 | \$1,160,275 | \$1,140,972 | \$1,183,354 | \$23,079 |
| Rev. Over (Under) Exp. | \$97,581 | - | \$19,303 | - | - |



Program Highlights

Interdepartmental revenues increase to \$442,990 due to legal services mainly provided to Health and Human Services Department. The County tax levy for this program is at \$740,364.

Personnel costs increase to \$909,482 due to a mid-year promotion, the reallocation of legal resources between General Legal Services and Child Support, and extra help and overtime costs to provide the department with flexibility in managing fluctuations and growth in its caseload. These cost increases are partially offset by the savings generated from County employees' 50% contribution to the Wisconsin Retirement System. Operating expenses are budgeted at the same spending authority level as 2011 for \$218,319. Interdepartmental charges increase \$14,253 to \$55,553 mainly due to a higher number of user login ID's and their impacts on computer servers as the County phases in the full cost of computer ownership. Additional tax levy of \$13,481 was provided from the End User Technology Fund to reduce the net impact absorbed by the department to 2%.

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