General Administration

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GENERAL ADMINISTRATION

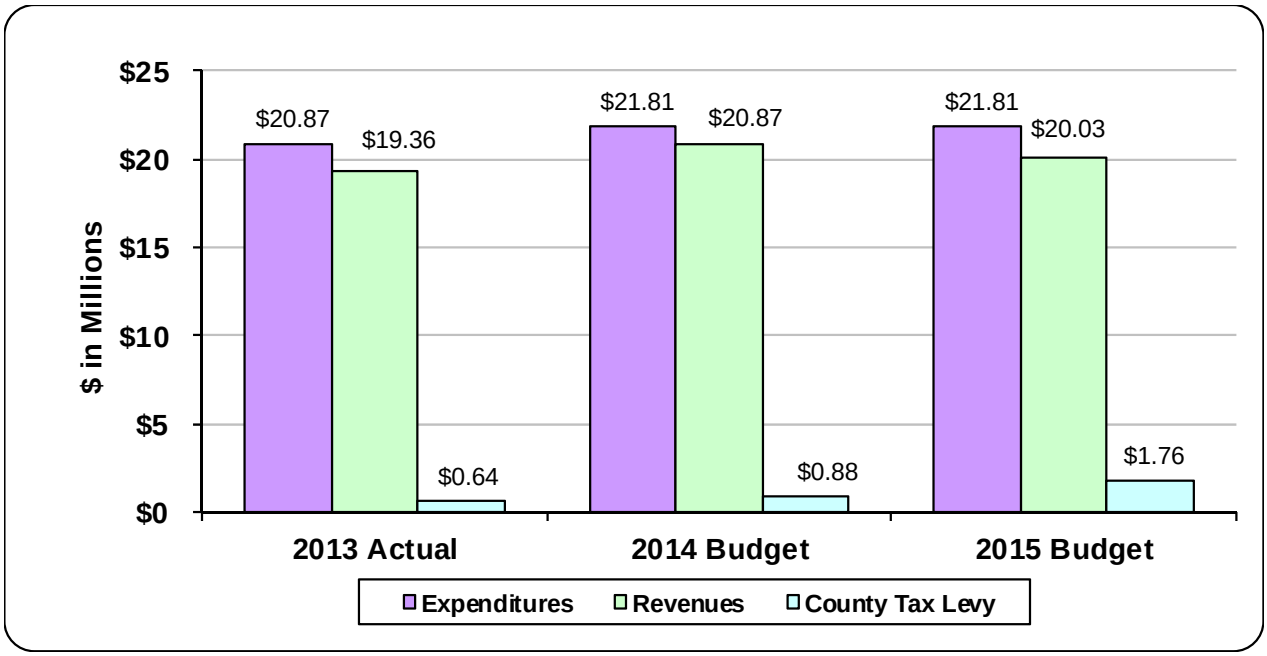
Functional Area Budget Highlights

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

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

The 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 Internal Service Funds: **Risk Management, Collections, Communications and End User Technology**. The Technology fund includes 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 departments, boards, commissions, and committees.

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



The 2015 Expenditure Budget for this functional area totals $21,812,400, after excluding Internal Service fund capitalized fixed asset expenditures. This represents an increase of about $3,000 or less than 1% from the 2014 Adopted expenditure budget. Budgeted revenues in 2015 include $931,000 of fund balance appropriations and total $20,034,400, a reduction of $840,100 or 4% from the 2014 Adopted Budget. The Tax Levy necessary to fund this functional area totals $1,757,900, an increase of nearly $880,000 from the 2014 Adopted Budget, which is mainly due to lower expected investment income impacting the Treasurer's Office budget for 2015.

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** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change from 2014 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)	$19,364,999	$20,874,503	$19,108,720	$20,034,393	($840,110)	-4.0%
County Tax Levy (c)	$643,599	$877,929	$877,929	$1,757,879	$879,950	100.2%
Expenditure (b)	$20,873,239	$21,809,410	$21,168,471	$21,812,379	$2,969	0.0%
Rev. Over (Under) Exp.	($1,336,390)	$0	($1,378,623)	$0	$0	N/A
Oper Income/(Loss) (d)	$471,749	($56,978)	$196,801	($20,107)	$36,871	N/A
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$13,000	$12,000	$12,000	$12,000	$0	0.0%
County Tax Levy	$547,569	$555,965	$555,965	$560,965	$5,000	0.9%
Expenditure	$523,444	$567,965	$549,424	$572,965	$5,000	0.9%
Rev. Over (Under) Exp.	$37,125	$0	$18,541	$0	$0	N/A
COUNTY BOARD						
Revenues	$169,088	$0	$124,876	$0	$0	N/A
County Tax Levy	$1,167,493	$1,166,269	$1,166,269	$1,176,765	$10,496	0.9%
Expenditure	$1,126,028	$1,166,269	$1,261,157	$1,176,765	$10,496	0.9%
Rev. Over (Under) Exp.	$210,553	$0	$29,988	$0	$0	N/A
COUNTY CLERK						
Revenues (a)	$240,574	$359,925	$349,505	$234,697	($125,228)	-34.8%
County Tax Levy	$312,360	$312,360	$312,360	$312,360	$0	0.0%
Expenditure	$506,757	$672,285	$636,783	$547,057	($125,228)	-18.6%
Rev. Over (Under) Exp.	$46,177	$0	$25,082	$0	$0	N/A
COUNTY TREASURER						
Revenues	$5,574,392	$7,519,000	$5,871,794	$6,657,246	($861,754)	-11.5%
County Tax Levy (c)	($7,053,462)	($6,841,304)	($6,841,304)	($5,983,850)	$857,454	N/A
Expenditure	$573,510	$677,696	$659,683	$673,396	($4,300)	-0.6%
Rev. Over (Under) Exp.	($2,052,580)	$0	($1,629,193)	$0	$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	$12,886,561	$12,519,794	$12,287,041	$12,657,807	$138,013	1.1%
County Tax Levy	$4,662,854	$4,692,854	$4,692,854	$4,690,854	($2,000)	0.0%
Expenditure (b)	$16,899,676	$17,269,626	$16,666,097	$17,368,768	$99,142	0.6%
Rev. Over (Under) Exp.	$177,990	$0	$116,997	$0	$0	N/A
Oper Income/(Loss) (d)	$471,749	($56,978)	$196,801	($20,107)	$36,871	N/A
CORPORATION COUNSEL						
Revenues	$481,384	$463,784	$463,504	$472,643	$8,859	1.9%
County Tax Levy	$1,006,785	$991,785	$991,785	$1,000,785	$9,000	0.9%
Expenditure	$1,243,824	$1,455,569	$1,395,327	$1,473,428	$17,859	1.2%
Rev. Over (Under) Exp.	$244,345	$0	$59,962	$0	$0	N/A

(a) The 2015 Budget includes a total of $931,017 Fund Balance appropriations, which includes $557,119 for the DOA End User Technology Program, $118,927 for DOA Risk Management, $184,471 for DOA Collections, $42,500 for DOA Records Management, and $28,000 for DOA Human Resources. The 2014 Budget includes a total of $1,084,910 Fund Balance appropriations, which includes $110,000 for the County Clerk, $552,025 for DOA End User Technology Program, $179,885 for DOA Risk Management, $200,000 for DOA Collections, $15,000 for DOA Records Management, and $28,000 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 2015 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of $501,152. Total 2014 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $416,380.

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

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

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GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2015 Budget include the following:

- Th**e County Treasurer** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2015 budgeted tax levy credit declines by $857,500 to $5,983,900 mainly due to an estimated reduction in investment income of $805,400 to $3,607,600 and decreased revenues of $50,000 to $2,758,000 for penalties and interest on delinquent taxes. The Department has reduced expenditures by $4,300 from the 2014 budget.

- The **County Clerk's Office** expenditure budget decreases by $125,200, mainly due to a reduction for election costs that occur in odd-numbered years, when there are fewer elections held. In recognition of the elimination of these one-time (odd-year) reductions, General Fund Balance and municipal reimbursement revenue for election related work are reduced $110,000 and $15,800 respectively.

- The **County Board** budget expenses increase by $10,500 mostly related to costs to continue personnel. The County Board had reduced tax levy use in its department for seven consecutive years for years 2008 to 2014.

- The **Department of Administration (DOA) General Fund** expenditures increase by $19,800, or less than 1%, due to increased personnel costs (mostly related to cost to continue existing positions), offset with reduced operating and interdepartmental expenditures. Non-levy revenues increase by $37,084 due to increased indirect cost recovery and procurement card rebate revenues. This results in a reduction of $17,300 in tax levy funding.

- **DOA-End User Technology Internal Service Fund (EUTF)** tax levy decreases by $14,700, while expenditure budget appropriations are held to a 0.7% increase. The last remaining tax levy subsidy for the End User Technology program was eliminated in the 2012 budget (levy still funds the IT Solutions program), and the use of End User Technology Fund Balance is increased by $32,600 to $599,600 in 2015. The portion of the full cost of technology ownership borne by department charges and other ongoing revenue sources is estimated to be about 90% in the 2015 budget.

- **DOA-Risk Management** expenditures for 2015 increase by 3.2% or $82,700 to $2.7 million. This primarily reflects an increase self-insured claims costs based on historical trends. Risk Management Division expenditures are subsidized with General Fund Balance of $118,900, which is a reduction of nearly $61,000 from the 2014 budget and is intended to be phased-out as department charges are modified to better reflect costs. Interdepartmental revenue charges back to departments increase $121,500 (after reducing the fund balance subsidy) and reflect costs allocated to departments, which are based on a five year weighted average of claims experience and risk exposure factors.

- The **DOA-Collections** division will provide a Tax Levy credit of $60,000, a reduction of $30,000 from the 2014 budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall expenditures increase by $24,100, mostly due to a one-time investment of $30,000 to improve the functionality of the collections system and partially offset by a personnel cost reduction due to the transfer of a portion of the Business Services and Collections Manager to the Business Services program area in the DOA-General Fund to align the budget to actual work assignment.

BUDGETED POSITIONS 2013-2015
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Budget	14-15 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	7.00	7.00	7.00	7.00	0.00
COUNTY CLERK	General	4.00	4.00	4.00	4.00	0.00
TREASURER	General	5.50	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	44.75	44.75	44.75	44.85	0.10
	End User Technology	37.45	37.45	37.45	37.45	0.00
	Risk Management	3.20	3.20	3.20	3.20	0.00
	Communications	2.35	2.35	2.35	2.35	0.00
	Collections	5.75	5.75	5.75	5.65	(0.10)
	Subtotal Dept. of Admin.	93.50	93.50	93.50	93.50	0.00
CORPORATION COUNSEL	General	11.40	11.40	11.40	11.40	0.00
TOTAL REGULAR POSITIONS		126.05	125.55	125.55	125.55	0.00
TOTAL EXTRA HELP		13.94	13.62	13.62	11.25	(2.37)
TOTAL OVERTIME		0.18	0.15	0.15	0.15	0.00
TOTAL BUDGETED POSITIONS		140.17	139.32	139.32	136.96	(2.36)

2015 BUDGET ACTIONS

Collections
Transfer: 0.10 FTE Collections and Business Services Manager to General Fund

End user Technology Fund
Reduce: 1.09 FTE Extra Temporary Extra Help in End User Technology Fund
Reduce: 0.08 FTE Extra Temporary Extra Help in Records Management
Reduce: Overtime 0.06 FTE in Records Management

Departmant of Administration - General
Decrease: 0.60 FTE Temporary Extra Help in Payroll
Transfer: 0.10 FTE Collections & Business Services Manager from Collections to Business Office

Corporation Counsel - General Legal Services
Transfer: 0.50 FTE Attorney to Child Support
Decrease: 0.09 FTE Extra Help
Transfer: 0.50 FTE Senior Attorney from Child Support

County Clerk
Decrease: Extra Help 0.23 FTE in Elections
Increase: Overtime by 0.06 FTE in Elections
Decrease Extra Help by 0.05 FTE in Licensing

County Treasurer
Decrease: Temporary Extra Help by 0.22 FTE in Tax Collection/Processing

2014 CURRENT YEAR ACTIONS
None

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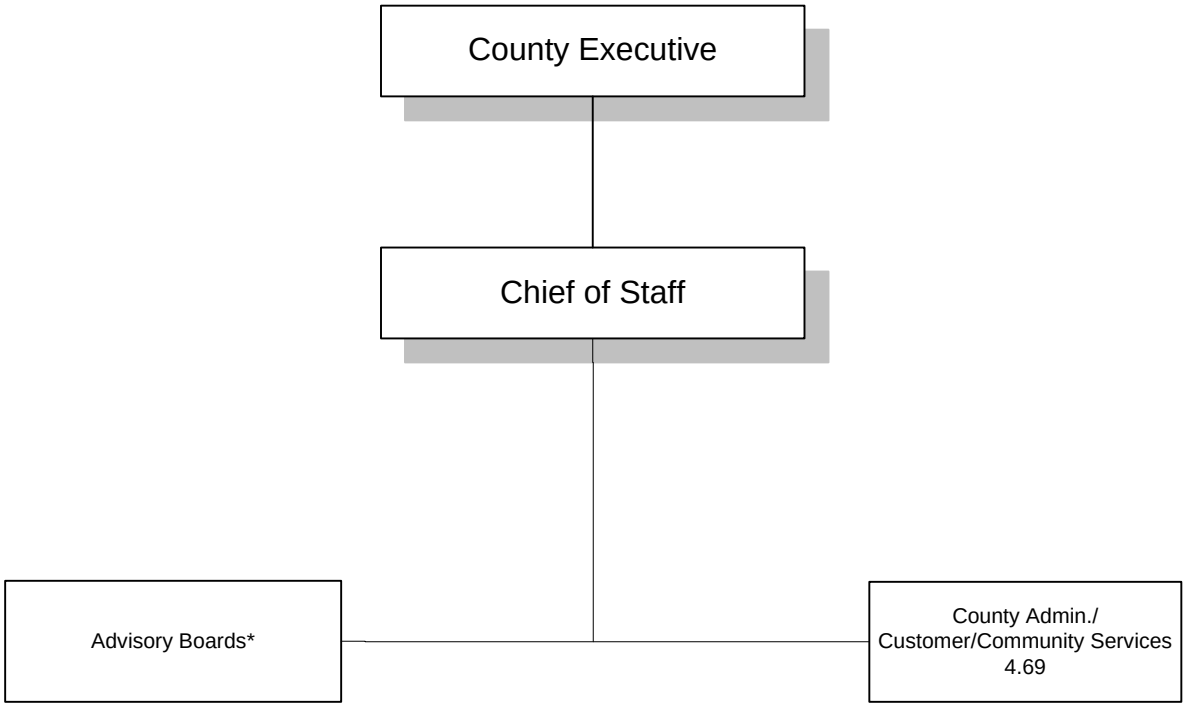
County Executive

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.

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County Executive

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$13,000	$12,000	$12,000	$12,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$547,569**	**$555,965**	**$555,965**	**$560,965**	**$5,000**	**0.9%**
Total Revenue Sources	**$560,569**	**$567,965**	**$567,965**	**$572,965**	**$5,000**	**0.9%**
Expenditures						
Personnel Costs	$475,261	$496,931	$491,331	$503,734	$6,803	1.4%
Operating Expenses	$21,681	$40,565	$27,649	$38,490	($2,075)	-5.1%
Interdept. Charges	$26,502	$30,469	$30,444	$30,741	$272	0.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$523,444**	**$567,965**	**$549,424**	**$572,965**	**$5,000**	**0.9%**
Rev. Over (Under) Exp.	$37,125	$0	$18,541	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.65	4.65	4.65	4.65	0.00	
Extra Help	0.04	0.04	0.04	0.04	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.69	4.69	4.69	4.69	0.00	

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

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Major Departmental Strategic Outcomes and Objectives for 2015

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:	2013 Actual	2014 Actual	2015 Target
County's Bond Ratings	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	2012 Actual	2013 Actual	2014 Actual
$ Amount of New Construction **	$406.4 million	$336.7 million	$491.5 million
% of Change	0.82%	0.72%	1.04%

*****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: 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:	2007-2012 Actual	2008-2013 Actual	2009-2014 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	1.84%	1.68%	1.72%
Average annual tax increase (decrease) % on the medium value home over the 5 year period	0.49%	0.36%	0.16%

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

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.69**	**4.69**	**4.69**	**4.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$13,000	$12,000	$12,000	$12,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$521,504**	**$529,900**	**$529,900**	**$536,650**	**$6,750**
Total Revenues	**$534,504**	**$541,900**	**$541,900**	**$548,650**	**$6,750**
Personnel Costs	$463,471	$478,381	$475,631	$486,934	$8,553
Operating Expenses	$20,093	$33,050	$20,765	$30,975	($2,075)
Interdept. Charges	$26,502	$30,469	$30,444	$30,741	$272
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$510,066**	**$541,900**	**$526,840**	**$548,650**	**$6,750**
Rev. Over (Under) Exp.	$24,438	$0	$15,060	$0	$0

(a) Other revenue is primarily from the County Executive awards luncheon to reimburse the cost of the luncheon.

Program Highlights

Personnel costs increase by nearly $8,600 or 1.8% to reflect the cost to continue for the 4.69 FTE staff. Operating expenses decrease about $2,100 mainly related to a decrease in tuition/registration, mileage reimbursement, and consulting services to budget costs closer to actual spending levels.

Activity Data

	2013 Actual	2014 Budget	2014 Estimate	2015 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. This number Includes reviews of other department news releases and electronic media.	307	400	400	400

(a) Includes Corporation Counsel and UW Extension

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)		**No 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	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$26,065**	**$26,065**	**$26,065**	**$24,315**	**($1,750)**
Total Revenues	**$26,065**	**$26,065**	**$26,065**	**$24,315**	**($1,750)**
Personnel Costs	$11,790	$18,550	$15,700	$16,800	($1,750)
Operating Expenses	$1,588	$7,515	$6,884	$7,515	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$13,378**	**$26,065**	**$22,584**	**$24,315**	**($1,750)**
Rev. Over (Under) Exp.	$12,687	$0	$3,481	$0	$0

Program Highlights

Overall expenditures for the Boards and Commissions is budgeted to decrease $1,750, related to a decrease in the budgeted amount for per diems, to more closely align the budget with actual spending levels.

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 Operations Commission	1	4	1.0
Board of Adjustment	0	5	1.0
Ethics Board	0	3	As needed

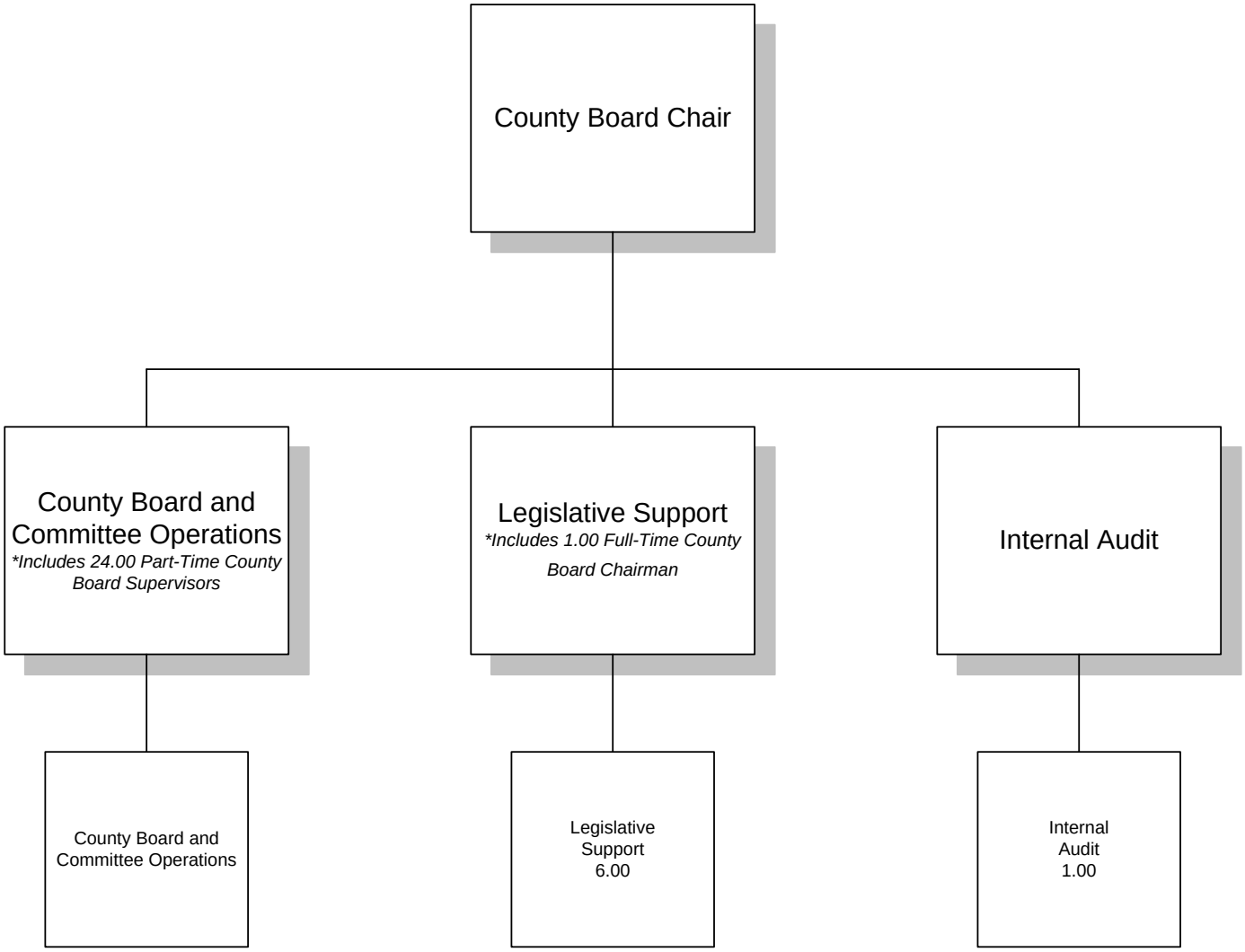
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health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

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

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



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.

County Board

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of 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 Human Resources Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services (HHS); Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

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

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a) (b)	$169,088	$0	$124,876	$0	$0	N/A
County Tax Levy	**$1,167,493**	**$1,166,269**	**$1,166,269**	**$1,176,765**	**$10,496**	**0.9%**
Total Revenue Sources	**$1,336,581**	**$1,166,269**	**$1,291,145**	**$1,176,765**	**$10,496**	**0.9%**
Expenditures						
Personnel Costs	$894,483	$938,733	$918,499	$951,767	$13,034	1.4%
Operating Expenses (a) (b)	$203,209	$197,077	$312,899	$194,886	($2,191)	-1.1%
Interdept. Charges	$28,336	$30,459	$29,759	$30,112	($347)	-1.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,126,028**	**$1,166,269**	**$1,261,157**	**$1,176,765**	**$10,496**	**0.9%**
Rev. Over (Under) Exp.	$210,553	$0	$29,988	$0	$0	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 FTEs	7.00	7.00	7.00	7.00	0.00	

(a) The 2013 actual reflects $169,088 from open purchase orders of which $153,788 is in the internal audit program carried over from 2012 into 2013 for audits of: emergency government ($44,788), HHS building change order review assistance ($20,000), Parks and Land Use Department ($75,000), and consulting service for internal audit ($14,000).

(b) The 2014 budget reflects $124,876 from open purchase orders carried over from 2013 to 2014 of which $123,198 is in the internal audit program for audits of HHS building change order review assistance ($15,098), consulting service for internal audit ($14,000), Clerk of Courts ($37,800) and Sheriff's Department Jail/CJCC ($51,500) and requisitioned funds for five-year software maintenance ($4,800).

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management policies 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:	2012 Actual	2013 Actual	2014 Actual	2015 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2014 and 2015 including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries. The County Board Chairman is working cooperatively with outside organizations to further develop Waukesha County's business base.

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

Performance Measure	2012 Actual	2013 Actual	2014 Actual
$ Amount of Net New Construction **	$406.4 million	$336.7 million	$491.5 million
% of Change	0.82%	0.72%	1.04%

***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, economy, adequate internal controls and implementation of best practices, and identify potential loss of county assets. Audit findings are based on measurable objectives and practices to ensure stable future budgets and compliance with county policies and procedures and federal, state and county laws and regulations. (Internal Audit)

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

Anticipated 2015 audits include: Department Health & Human Services (DHHS) Mental Health Center (MHC) billings, Register of Deeds, collections/business services, contracted services, Parks–receipting, payroll/time keeping system controls and Public Works.

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

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

	2013 Actual	2014 Budget	2014 Estimate	2015 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 (a)	$0	$0	$1,678	$0	$0
County Tax Levy	**$573,901**	**$584,089**	**$584,089**	**$592,850**	**$8,761**
Total Revenues	**$573,901**	**$584,089**	**$585,767**	**$592,850**	**$8,761**
Personnel Costs	$501,935	$533,655	$513,763	$542,763	$9,108
Operating Expenses (a)	$10,196	$21,975	$19,653	$21,975	$0
Interdept. Charges	$27,335	$28,459	$28,259	$28,112	($347)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$539,466**	**$584,089**	**$561,675**	**$592,850**	**$8,761**
Rev. Over (Under) Exp.	$34,435	$0	$24,092	$0	$0

(a) 2014 estimate includes a purchase order carryover of $1,678 from 2013 to 2014.

Program Highlights

Personnel costs increase of $9,100 or 1.7% reflects cost to continue the 6.0 FTE staff. Operating expenses remain the same in 2015, while interdepartmental costs slightly decrease in 2015.

In 2013, County Board staff provided approximately 250 hours of administrative support to the Criminal Justice Collaboration Council (CJCC) which was not charged back to Health and Human Services including production of meeting minutes, design and editing of newsletters and brochures, website updates, etc. Staff also helped the Register of Deeds Office assemble 25 mailings during the fourth quarter of 2013.

Activity-Workload Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Committee agenda/minutes prepared	250	250	250	250	0
Advisement to committees by staff	271	275	270	275	0
Reviewing/advising on state legislative issues *	202	200	200	200	0
Staff participating in community events/meetings/conferences	149	150	150	150	0

** These items are not duplicated in the above advisement item counts.*

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
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)	$15,300	$0	$0	$0	$0
County Tax Levy	**$345,500**	**$334,380**	**$334,380**	**$333,885**	**($495)**
Total Revenues	**$360,800**	**$334,380**	**$334,380**	**$333,885**	**($495)**
Personnel Costs	$254,648	$263,880	$264,864	$265,152	$1,272
Operating Expenses (a)	$62,194	$68,500	$64,846	$66,733	($1,767)
Interdept. Charges	$1,001	$2,000	$1,500	$2,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$317,843**	**$334,380**	**$331,210**	**$333,885**	**($495)**
Rev. Over (Under) Exp.	$42,957	$0	$3,170	$0	$0

a) The 2013 actual reflects fund balance of $15,300 related to carry-over expenditure authority from the 2012 modified budget to the 2013 modified budget for the development of a communal economic development platform.

Program Highlights

Operating expense appropriations decrease nearly $1,800 to $66,700 primarily due to a reduction in consulting expenditures, which are generally used for issues deemed essential and emergent.

Activity-Workload Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Ordinances/Resolutions considered	150	150	148	150	0
County Board meetings attended	295	275	285	275	0
Standing Committee meetings attended	628	675	675	675	0

Internal Audit

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

Program Description

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

	2013 Actual	2014 Budget	2014 Estimate	2015 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)	$153,788	$0	$123,198	$0	$0
County Tax Levy	**$248,092**	**$247,800**	**$247,800**	**$250,030**	**$2,230**
Total Revenues	**$401,880**	**$247,800**	**$370,998**	**$250,030**	**$2,230**
Personnel Costs	$137,900	$141,198	$139,872	$143,852	$2,654
Operating Expenses (a) (b)	$130,819	$106,602	$228,400	$106,178	($424)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$268,719**	**$247,800**	**$368,272**	**$250,030**	**$2,230**
Rev. Over (Under) Exp.	$133,161	$0	$2,726	$0	$0

(a) The 2013 actual reflects $153,788 from open purchase orders carried over from 2012 into 2013 for audit of emergency government of $44,788, HHS building change order review assistance of $20,000, Parks and Land Use Department of $75,000, and consulting service for internal audit of $14,000.

(b) The 2014 budget reflects $123,198 from open purchase orders carried over from 2013 to 2014 for audit of HHS building change order review assistance of $15,098, consulting service for Internal Audit of $14,000, Clerk of Courts of $37,800 and Sheriff's Department Jail/ CJCC of $51,500 and requisitioned funds for five-year software maintenance of $4,800.

Program Highlights

Personnel costs increase nearly $2,700 based on salary and benefit projections for existing staff and operating expenses decrease slightly due to a reduction in consulting services for outside contracted audits.

Anticipated 2015 audits include: Department of Health & Human Services (DHHS) Mental Health Center (MHC) billings, Register of Deeds, collections/business services, Parks–receipting, payroll/timekeeping system controls and Public Works.

Activity-Workload Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Audits of department activities	4	6	5	5	(1)
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	1	1	1	1	0
Assist in completion of single audit work performed by external auditors	1	1	1	1	0

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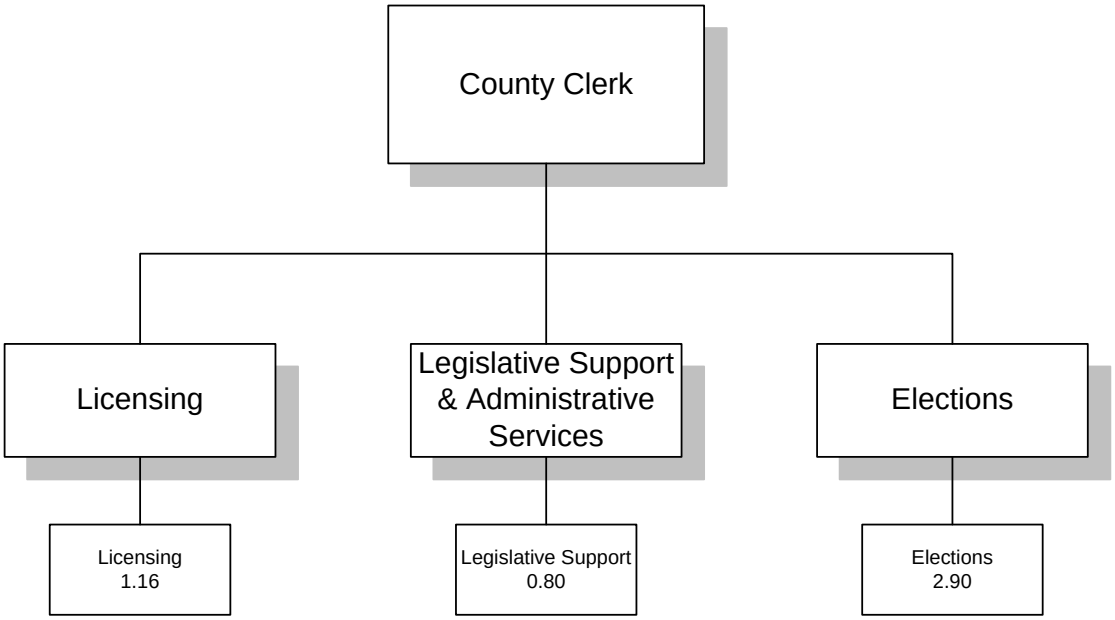
County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



4.86 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.

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County Clerk

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	2013 Actual (a)	2014 Adopted Budget	2014 Estimate	2015 Budget (b)	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$166,896	$162,000	$162,000	$162,000	$0	0.0%
Charges for Services	$72,736	$86,125	$76,205	$71,397	($14,728)	-17.1%
Interdepartmental	$72	$400	$400	$400	$0	0.0%
Other Revenue	$870	$1,400	$900	$900	($500)	-35.7%
Appr. Fund Balance (a)(b)	$0	$110,000	$110,000	$0	($110,000)	-100.0%
County Tax Levy	**$312,360**	**$312,360**	**$312,360**	**$312,360**	**$0**	**0.0%**
Total Revenue Sources	**$552,934**	**$672,285**	**$661,865**	**$547,057**	**($125,228)**	**-18.6%**
Expenditures						
Personnel Costs	$326,378	$360,703	$331,573	$358,840	($1,863)	-0.5%
Operating Expenses	$140,568	$270,907	$264,550	$147,000	($123,907)	-45.7%
Interdept. Charges	$39,811	$40,675	$40,660	$41,217	$542	1.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$506,757**	**$672,285**	**$636,783**	**$547,057**	**($125,228)**	**-18.6%**
Rev. Over (Under) Exp.	$46,177	$0	$25,082	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.00	4.00	4.00	4.00	0.00	
Extra Help	0.92	1.07	1.07	0.79	(0.28)	
Overtime	0.01	0.01	0.01	0.07	0.06	
Total FTEs	4.93	5.08	5.08	4.86	(0.22)	

(a) The 2014 budget includes one-time General Fund Balance appropriation of $110,000 for higher costs associated with the higher number of elections in the mid-term election year.

(b) General Fund Balance appropriation is not needed in 2015 since odd-numbered years only have a spring election and a primary, if required.

The Mission of the County Clerk's Office is to:

- *Issue licenses, and administer programs for the County mandated by State Law & County Ordinances.*
- *Maintain a positive working relationship with elected officials at the Federal, State and local levels and with all County departments and municipalities.*
- *Utilize existing technologies to improve efficiency.*
- *Employ fiscally responsible practices.*
- *Provide expedient and courteous service to our customer*

Current & Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '15	Estimated Operating Impact	A = Annual T = One-Time
201310	Election System Upgrade	2015	$2,318,000	100%	TBD	A

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Licensing

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.21**	**1.21**	**1.21**	**1.16**	**(0.05)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$166,896	$162,000	$162,000	$162,000	$0
Charges for Services	$16,410	$13,600	$14,700	$14,700	$1,100
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**($60,344)**	**($66,160)**	**($66,160)**	**($68,335)**	**($2,175)**
Total Revenues	**$122,962**	**$109,440**	**$110,540**	**$108,365**	**($1,075)**
Personnel Costs	$83,275	$72,350	$69,423	$71,493	($857)
Operating Expenses	$14,980	$19,950	$18,985	$19,685	($265)
Interdept. Charges	$16,752	$17,140	$17,125	$17,187	$47
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$115,007**	**$109,440**	**$105,533**	**$108,365**	**($1,075)**
Rev. Over (Under) Exp.	$7,955	$0	$5,007	$0	$0

(a) The tax levy credit in this program area is used to reduce the County Clerk's overall tax levy need in the Elections and Legislative Support programs.

Program Highlights:

Fines and License revenues include marriage license revenue which is unchanged in the 2015 budget at $103,500. Also, passport revenue is unchanged in the 2015 budget at $58,000.

Personnel costs decrease includes a $1,886 reduction in temporary extra help by 0.05 FTE (104 hours) from 0.41 FTE to 0.36 FTE, which is offset by costs to continue the remaining personnel.

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

	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2015 Budget	Budget Change
Marriage Licenses (b)	1,715	1,871	1,763	1,715	1,715	0
Domestic Partnerships	15	11	14	N/A	4	4
Dog Licenses (c)	17,154	16,785	16,199	16,850	16,500	(350)
Passports Applications	1953	2,424	2,161	2,200	2,100	(100)

(b) Excludes re-issued licenses.
(c) No revenues generated from dog licenses are retained in the County Clerk's Office except for direct expenses.

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.

	2013 Actual (a)	2014 Budget	2014 Estimate	2015 Budget (b)	Budget Change
Staffing (FTE)	**2.92**	**3.07**	**3.07**	**2.90**	**(0.17)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$56,173	$72,000	$60,980	$56,172	($15,828)
Interdepartmental	$45	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)(b)	$0	$110,000	$110,000	$0	($110,000)
County Tax Levy	**$309,674**	**$318,054**	**$318,054**	**$319,086**	**$1,032**
Total Revenues	**$365,892**	**$500,054**	**$489,034**	**$375,258**	**($124,796)**
Personnel Costs	$196,865	$232,902	$207,484	$230,613	($2,289)
Operating Expenses	$119,675	$247,382	$242,498	$124,248	($123,134)
Interdept. Charges	$19,034	$19,770	$19,770	$20,397	$627
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$335,574**	**$500,054**	**$469,752**	**$375,258**	**($124,796)**
Rev. Over (Under) Exp.	$30,318	$0	$19,282	$0	$0

(a) The 2014 budget includes one-time General Fund Balance appropriation of $110,000 for higher estimated costs associated with the higher number of elections in the mid-term election year.
(b) Fund Balance is not required in 2015.

Program Highlights & Activities:

Charges for Services primarily includes charges to municipalities for election services. They are cyclical in nature and therefore slightly higher in 4-election years (even-numbered years) and slightly lower in odd-numbered years.

Personnel costs decrease mainly due to a reduction in temporary extra help by nearly $8,300 or 0.23 FTE to 0.43 FTE (894 hours) since less temporary staffing assistance is estimated to be needed for the fewer elections planned for in 2015. This is offset by an increase of $4,000 in overtime for more experienced personnel to $4,362 or by 0.06 FTE to 0.07 FTE.

Operating expenses decrease by $123,100 mainly due to fewer elections planned for in 2015, including decreases in budgeted ballot costs which fluctuate between even and odd numbered years. Also, legal notices costs are projected to be $18,200 lower in 2015, budgeted at $9,800.

	2011	2012	2013	2014	2015 Est.
Number of Waukesha County Registered Voters as certified in January	268,037	284,034	262,329 (c)	267,472	267,472

(c) The # of registered voters may decline from year to year due to the elimination of duplicate registrations, as determined through maintenance of the Statewide Voter Registration System.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.80**	**0.80**	**0.80**	**0.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$153	$525	$525	$525	$0
Interdepartmental	$27	$400	$400	$400	$0
Other Revenue	$870	$1,400	$900	$900	($500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$63,030**	**$60,466**	**$60,466**	**$61,609**	**$1,143**
Total Revenues	**$64,080**	**$62,791**	**$62,291**	**$63,434**	**$643**
Personnel Costs	$46,238	$55,451	$54,666	$56,734	$1,283
Operating Expenses	$5,913	$3,575	$3,067	$3,067	($508)
Interdept. Charges	$4,025	$3,765	$3,765	$3,633	($132)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$56,176**	**$62,791**	**$61,498**	**$63,434**	**$643**

Rev. Over (Under) Exp.	$7,904	$0	$793	$0	$0

Program Highlight

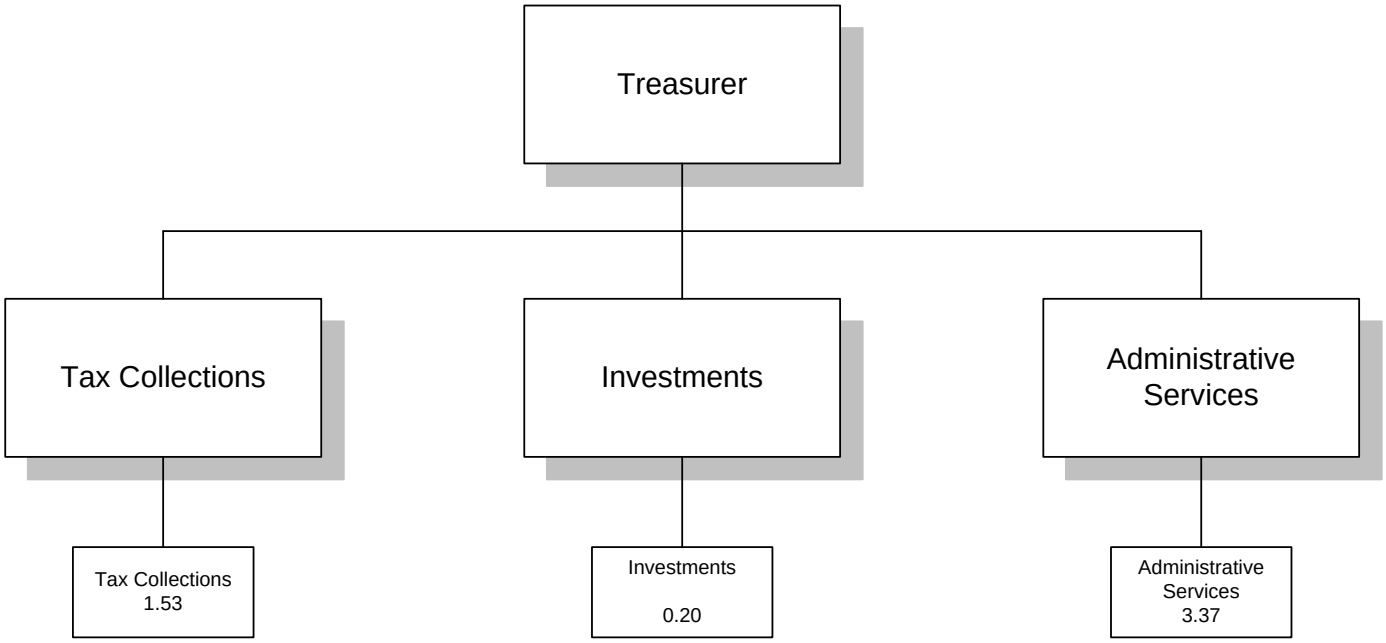
Charges for Service revenues include $525 in the base budget, mostly for copy and duplicating fee revenues. Interdepartmental charge revenues include $400 budgeted for revenue generated from providing other County departments with the “Directory of Public Officials”, which is produced by the County Clerk’s Office staff in this program area. Other revenues consist of reimbursements from municipal officials for meeting supplies.

Personnel costs increase by about $1,300, mainly for costs to continue the 0.80 FTE’s in this program area. Operating expenditures are budgeted to decrease by about $508, mostly due to a decrease in legal notice costs.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.10 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.

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County Treasurer

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$31,201	$48,000	$48,000	$44,400	($3,600)	-7.5%
Charges for Services	$162,368	$132,700	$141,720	$125,900	($6,800)	-5.1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)(c)	$5,380,823	$7,338,300	$5,682,074	$6,486,946	($851,354)	-11.6%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/ (Credit) (b)	**($7,053,462)**	**($6,841,304)**	**($6,841,304)**	**($5,983,850)**	**$857,454**	**N/A**
Total Revenue Sources	**($1,479,070)**	**$677,696**	**($969,510)**	**$673,396**	**($4,300)**	**-0.6%**
Expenditures						
Personnel Costs	$315,981	$357,605	$352,396	$371,469	$13,864	3.9%
Operating Expenses	$125,021	$186,236	$173,432	$170,865	($15,371)	-8.3%
Interdept. Charges	$132,508	$133,855	$133,855	$131,062	($2,793)	-2.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$573,510**	**$677,696**	**$659,683**	**$673,396**	**($4,300)**	**-0.6%**
Rev. Over (Under) Exp.	($2,052,580)	$0	($1,629,193)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	5.50	5.00	5.00	5.00	0.00	
Extra Help	0.07	0.29	0.29	0.07	(0.22)	
Overtime	0.03	0.03	0.03	0.03	0.00	
Total FTEs	5.60	5.32	5.32	5.10	(0.22)	

a) For budget comparison purposes, the 2013 actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.
b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
c) The 2014 Revenues are projected to underperform the 2014 adopted budget primarily as a result of expected lower investment rates of return.

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Est. Operating Impact	A=Annual T=One-Time
200414	County-wide Cashiering (a) (b)	2015	$970,000	95%	$31,875	A

Refer to Capital Project section of the budget book for additional details.
a) Coordinated project with departments' county-wide. At the close of 2013, integration with all available lines of business applications has been achieved. The projects scope is modified in the 2015 budget, 95% completion reflects the ongoing business process review that will be used to document and establish requirements for future cashiering projects and system replacement.
b) Project is coordinated by Department of Administration Business Office. The total operating impact to the County is $31,875 annually. The charges are added to End User Technology Fund (EUTF) and are allocated to all applicable department budgets through the EUTF cost allocation.

Tax Collection

Program Description

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

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective: Work cooperatively with financial institutions and escrow companies to electronically receive tax payments in order to alleviate manual entry and reduce costs.

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 2012 and 2013 tax bills, a 2015 target (estimate) is shown below:

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
# Tax payments received electronically	4,168	5,000	5,000	5,500
Projected estimated cost savings	$750	$900	$900	$990

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**2.03**	**1.75**	**1.75**	**1.53**	**(0.22)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$31,201	$48,000	$48,000	$44,400	($3,600)
Charges for Services	$160,828	$131,500	$140,520	$124,700	($6,800)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,884,358	$2,923,900	$2,930,749	$2,878,000	($45,900)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (a)	**($2,882,985)**	**($2,852,365)**	**($2,852,365)**	**($2,796,715)**	**$55,650**
Total Revenues	**$193,402**	**$251,035**	**$266,904**	**$250,385**	**($650)**
Personnel Costs	$76,475	$99,356	$94,147	$96,520	($2,836)
Operating Expenses	$103,637	$96,340	$97,736	$100,340	$4,000
Interdept. Charges	$54,727	$55,339	$55,339	$53,525	($1,814)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$234,839**	**$251,035**	**$247,222**	**$250,385**	**($650)**
Rev. Over (Under) Exp.	($41,437)	$0	$19,682	$0	$0

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

Tax Collection (cont.)

Program Highlights

Fines/Licenses revenue consists of Agricultural Land Use conversion charges budgeted to decrease by $3,600 or 7.5% to $44,400 to more closely reflect historical declining revenues.

Charges for Services revenue is budgeted to decrease $6,800 or 5.2% due to a decrease in Muni Chg.-Tax Processing Fees of $10,800 or 14.4% due to a DOA re-allocation, offset by an increase in In-Rem Fees of $4,000 or 7.1%.

Other revenue is budgeted to decrease $45,900 or 1.57% which includes a budgeted decrease in Interest and Penalty on delinquent taxes of $50,000 or 1.8%, a decrease in recoveries of $400; offset by an increase in Payment in Lieu of Taxes revenue of $4,500 or 7.4%.

Personnel costs are budgeted to decrease $2,800 or 2.9% primarily related to a decrease in Temporary Extra Help of $6,500 or 67.0% which equates to a 0.22 FTE position that was originally slated for possible help with electronic check presentation processes and a decrease in social security of $500 or 9.9%. This decrease is offset by an increase in health insurance of $4,300 or 21.90%.

Operating expenses are budgeted to increase $4,000 or 8.9% consisting of In-Rem Expenses budgeted to increase to $49,000.

Interdepartmental charges are budgeted to decrease $1,800 or 3.3% consisting of a decrease of $800 or 8.6% in Computer Maintenance-Info Sys; a decrease of $700 or 43.5% in telephone fixed costs; and a decrease of $700 or 5.1% in administrative overhead; offset by an increase related to the DOA-Principal Financial Analyst position for tax collection services provided to the Treasurer of $400 or 2.1%.

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

	2008	2009	2010	2011	2012	2013	2014 Est.
Interest	$1,456,248	$1,953,118	$2,284,491	$2,458,214	$2,365,206	$1,830,493	$1,872,000
Penalty	$749,364	$1,007,175	$1,165,653	$1,227,443	$1,175,615	$914,764	$936,000
TOTAL	$2,205,612	$2,960,293	$3,450,144	$3,685,657	$3,540,821	$2,745,257	$2,808,000

Tax Collection (cont.)

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2013-2014 tax years. The dollars collected increased by $1.9 million to $144.2 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	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
City of Delafield	$15,434,974	$15,557,891	$15,918,438	$15,814,785	$15,929,219	$16,710,772
Town of Brookfield	$11,959,197	$12,489,714	$12,333,060	$12,476,796	$12,325,160	$12,475,801
Town of Waukesha	$10,608,409	$11,320,785	$11,351,046	$11,481,880	$11,216,061	$10,675,388
Village of Dousman	$2,161,526	$2,167,348	$2,250,107	$2,362,645	$2,464,520	$2,592,556
Village of Lac La Belle	$1,417,124	$1,345,392	$1,482,481	$1,431,506	$1,502,700	$1,525,072
Village of Lannon	$1,445,786	$1,496,486	$1,571,496	$1,573,686	$1,610,014	$1,571,266
Village of Menomonee Falls	$60,985,033	$64,339,552	$65,932,259	$66,324,210	$66,606,056	$67,989,356
Village of Merton	$4,143,616	$4,572,666	$4,797,428	$5,015,291	$5,125,366	$5,093,331
Village of Nashotah	$2,113,498	$2,255,421	$2,370,252	$2,391,372	$2,290,541	$2,324,469
Village of Oconomowoc Lake	$4,655,719	$4,532,374	$4,453,360	$4,471,340	$4,584,523	$4,126,147
Village of Pewaukee	$12,917,048	$12,920,211	$13,237,318	$13,356,551	$13,795,245	$14,207,234
Village of Wales	$4,045,371	$4,373,080	$4,431,651	$4,600,464	$4,933,828	$5,002,671
TOTAL	$131,887,301	$137,370,920	$140,128,896	$141,300,526	$142,383,233	$144,294,064

Investments

Program Description

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$2,491,347	$4,413,000	$2,750,000	$3,607,646	($805,354)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (b)	**($4,483,310)**	**($4,319,601)**	**($4,319,601)**	**($3,513,127)**	**$806,474**
Total Revenues	**($1,991,963)**	**$93,399**	**($1,569,601)**	**$94,519**	**$1,120**
Personnel Costs	$18,113	$18,421	$18,421	$18,766	$345
Operating Expenses	$0	$36,000	$36,000	$36,000	$0
Interdept. Charges	$38,429	$38,978	$38,978	$39,753	$775
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$56,542**	**$93,399**	**$93,399**	**$94,519**	**$1,120**
Rev. Over (Under) Exp.	($2,048,505)	$0	($1,663,000)	$0	$0

(a) 2014 Estimate of investment income is projected to be $1,600,000 lower than 2014 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

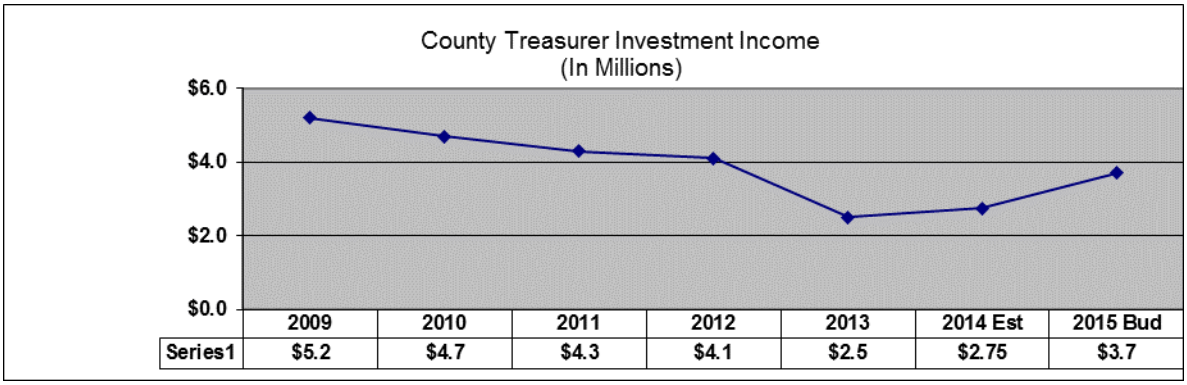
Other revenue consists of Investment Income which is being decreased by $805,400 or 14.5% to $3,607,700.

Personal costs overall are increasing by $350 or 1.9%.

Interdepartmental charges is budgeted to increase by nearly $800 or 2.0% due to an increase in the DOA-Principal Financial Analyst position allocated costs.

Activity

Interest rates between 2009 and 2013 have been declining with investment income at historical levels ending 2013 slightly under $2.5 million. Interest rates are expected to remain historically low in 2014 but improve slightly in 2015.



Administrative Services

Program Description

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**3.37**	**3.37**	**3.37**	**3.37**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,540	$1,200	$1,200	$1,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$5,118	$1,400	$1,325	$1,300	($100)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy\(Credit) (a)	**$312,833**	**$330,662**	**$330,662**	**$325,992**	**($4,670)**
Total Revenues	**$319,491**	**$333,262**	**$333,187**	**$328,492**	**($4,770)**
Personnel Costs	$221,393	$239,828	$239,828	$256,183	$16,355
Operating Expenses	$21,384	$53,896	$39,696	$34,525	($19,371)
Interdept. Charges	$39,352	$39,538	$39,538	$37,784	($1,754)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$282,129**	**$333,262**	**$319,062**	**$328,492**	**($4,770)**
Rev. Over (Under) Exp.	$37,362	$0	$14,125	$0	$0

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

Program Highlights

Other revenue is budgeted to decrease by $100 or 7.1% in sales tax-county portion.

Personnel costs are budgeted to increase by $16,400 or $6.8% primarily due to an increase in health insurance of $12,600 or 36.6% due to employee selections and costs to continue the 3.37 FTE staff.

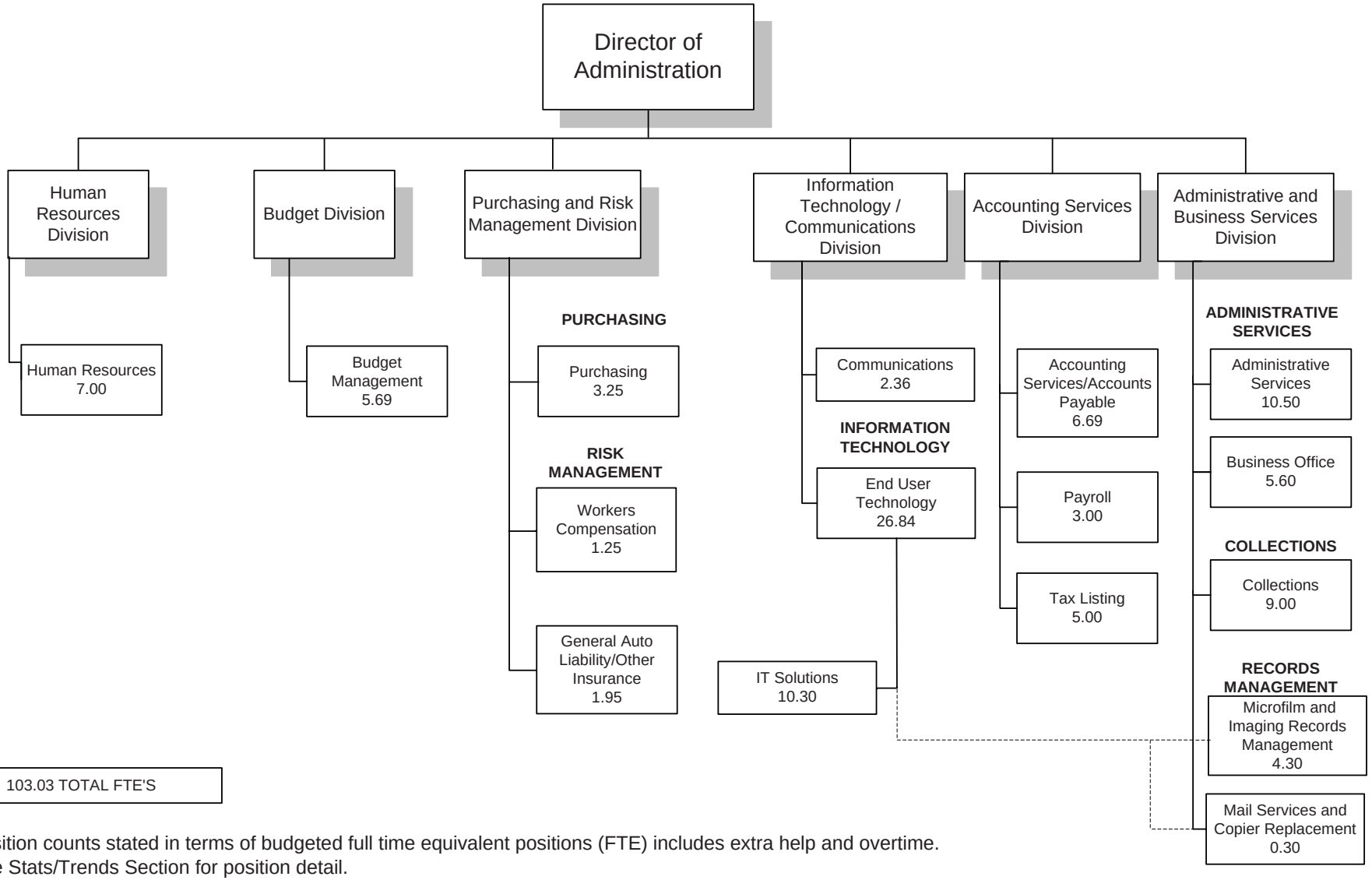
Operating expenses are budgeted to decrease by $19,400 or 35.9% mainly due to a decrease in office equipment and furniture of $11,500 or 76.7%, which was previously budgeted for possible electronic check presentation equipment; a decrease in DP software repair/maintenance of $9,500 or 100% due to a DOA re-allocation of costs; offset by an increase in printing supplies of $800 or 57.2%; an increase in computer software of $700 or 700%.

Interdepartmental charges are budgeted to decrease by $1,800 or 4.4% primarily due to a decrease in computer maintenance-Information Systems of $1,500 or 8.6% .

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



103.03 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.

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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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
General Fund						
Revenues	$1,682,577	$1,644,482	$1,659,232	$1,681,566	$37,084	2.3%
County Tax Levy	$3,161,430	$3,192,430	$3,192,430	$3,175,153	($17,277)	-0.5%
Expenditures	$4,666,017	$4,836,912	$4,734,665	$4,856,719	$19,807	0.4%
Rev. Over (Under) Exp.	$177,990	$0	$116,997	$0	$0	N/A
End User Technology Fund						
Revenues	$6,398,811	$6,518,507	$6,440,984	$6,597,550	$79,043	1.2%
County Tax Levy	$1,621,424	$1,590,424	$1,590,424	$1,575,701	($14,723)	-0.9%
Expenditures	$7,556,758	$8,075,909	$7,756,955	$8,133,358	$57,449	0.7%
Operating Inc./(Loss)	$463,477	$33,022	$274,453	$39,893	$6,871	20.8%
Risk Management						
Revenues	$3,115,606	$2,613,310	$2,613,310	$2,696,027	$82,717	3.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$3,085,453	$2,613,310	$2,604,136	$2,696,027	$82,717	3.2%
Operating Inc./(Loss)	$30,153	$0	$9,174	$0	$0	N/A
Communications						
Revenues	$770,492	$791,783	$689,102	$706,893	($84,890)	-10.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$776,085	$791,783	$685,928	$706,893	($84,890)	-10.7%
Operating Inc./(Loss)	($5,593)	$0	$3,174	$0	$0	N/A
Collections						
Revenues	$919,075	$951,712	$884,413	$975,771	$24,059	2.5%
County Tax Levy (a)	($120,000)	($90,000)	($90,000)	($60,000)	$30,000	N/A
Expenditures	$815,363	$951,712	$884,413	$975,771	$24,059	2.5%
Operating Inc./(Loss)	($16,288)	($90,000)	($90,000)	($60,000)	$30,000	N/A
Total All Funds						
Revenues	$12,886,561	$12,519,794	$12,287,041	$12,657,807	$138,013	1.1%
County Tax Levy (a)	$4,662,854	$4,692,854	$4,692,854	$4,690,854	($2,000)	0.0%
Expenditures	$16,899,676	$17,269,626	$16,666,097	$17,368,768	$99,142	0.6%
Rev. Over (Under) Exp.	$177,990	$0	$116,997	$0	$0	N/A
Operating Inc./(Loss)	$471,749	($56,978)	$196,801	($20,107)	$36,871	N/A
Position Summary (FTE) (b)						
Regular Positions	93.50	93.50	93.50	93.50	0.00	
Extra Help	11.94	11.29	11.29	9.52	(1.77)	
Overtime	0.10	0.07	0.07	0.01	(0.06)	
Total	**105.54**	**104.86**	**104.86**	**103.03**	**(1.83)**	

(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. This will be phased down over four years as to date and with 2015 budget total payback $1,330,000.

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

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '14	Estimated Operating Impact	A = Annual T = One-Time
200414	County wide Cashiering (a) (b)	Y	2014	$970,000	95%	$35,000	A
200619	Financial Operations & Management Systems	Y	2014	$2,040,000	100%	($75,000)	A
200820	VOIP and Infrastructure Upgrades	Y	2014	$1,175,500	100%	($50,000)	A
200910	Enterprise Content Management (b)	Y	2016	$1,240,000	45%	$58,000	A
200912	Workforce Management System (b)	Y	2015	$1,293,000	80%	$45,000	A
201411	End User Report Development	Y	2015	$125,000	0%	($50,000)	A

(a) Coordinated project with Departments County-wide. At the close of 2013, integration with all available lines of business applications has been achieved. The projects scope is modified in the 2015 budget, 95% completion reflects the ongoing business process review that will be used to document and establish requirements for future cashiering projects and system replacement.

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

Administration

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$625,878	$593,733	$593,733	$593,733	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$168,560	$159,036	$158,786	$159,202	$166	0.1%
Interdepartmental	$660,896	$684,732	$684,732	$703,558	$18,826	2.7%
Other Revenue	$206,934	$178,981	$193,981	$197,073	$18,092	10.1%
Appr. Fund Balance (a)	$20,309	$28,000	$28,000	$28,000	$0	0.0%
County Tax Levy	**$3,161,430**	**$3,192,430**	**$3,192,430**	**$3,175,153**	**($17,277)**	**-0.5%**
Total Revenue Sources	**$4,844,007**	**$4,836,912**	**$4,851,662**	**$4,856,719**	**$19,807**	**0.4%**
Expenditures						
Personnel Costs	$4,071,815	$4,076,110	$4,017,273	$4,113,340	$37,230	0.9%
Operating Expenses (a)	$424,531	$584,851	$544,262	$568,185	($16,666)	-2.8%
Interdept. Charges	$169,671	$175,951	$173,130	$175,194	($757)	-0.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$4,666,017**	**$4,836,912**	**$4,734,665**	**$4,856,719**	**$19,807**	**0.4%**
Rev. Over (Under) Exp.	$177,990	$0	$116,997	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	44.75	44.75	44.75	44.85	0.10	
Extra Help	1.46	2.48	2.48	1.88	(0.60)	
Overtime	0.02	0.00	0.00	0.00	0.00	
Total FTEs	46.23	47.23	47.23	46.73	(0.50)	

(a) 2013 includes $18,309 Fund Balance appropriation in revenues and in open purchase orders from 2012 carried forward into 2013 and $2,000 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment. 2014 and 2015 includes $28,000 Fund Balance appropriation in revenues and consulting services for the Diversity program.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: As part of the Enterprise Content Management (ECM) Governance Committee, establish a Countywide Information Governance Plan through the development of policies, procedures and a County-wide system for department users that provides for effective life-cycle storage management of hard copy and electronic records, including litigation holds, and also provides for the appropriate disposal of those records when they have reached their end-of-life requirement.

Audit existing records retention schedules and identify long term storage and frequently recalled records for conversion to ECM solutions. Identify payback ratio of implementing Enterprise Content Management (ECM) technology and create policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements.

Key Outcome Indicators:
Complete conversion of Existing Stellent environment to SharePoint 2010 1st quarter 2015.
Complete ECM Governance Plan 1st quarter 2015.
Implement ECM solutions when savings to departments is greater than records consulting and management costs (ongoing).

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

Objective 2: 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 Savings ending 2013 (8-years cumulative) $747,666.

Performance Measures:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Operating cost reductions*	$37,500	$50,000	$65,500	$40,000

*Operating cost reductions include continued virtualization of servers, conversion from tape backup to disk and elimination of UNIX environment as part of the financial system implementation. For 2014, in addition to the Server Virtualization, the backup process was converted from tape to disk, the SAN storage framework was transitioned to a more competitive provider and the ProStor environment was retired. For 2015, reductions will include the elimination of the Oracle Database license for the PeopleLink system (being replaced by the NetSmart system for HHS) and its associated hardware, a transition to a different ISP and the migration of appropriate systems to Cloud provisioning.

Objective 3: 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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Areas Implemented	Sheriff	DPW, PLU, Smaller departments	Completed Group 3: DOA, Courts, DA, ROD, Clerk, Treasurer, ME, County Board Group 4: DPW and PLU Implemented by year end	HHS

Objective 4: In collaboration with the City of Waukesha and the School District of Waukesha, the County will establish an onsite medical/wellness center for employees, dependents and retirees who are eligible to enroll in the health insurance program. Target date of opening is November 1, 2014. The goal and purpose for establishing the center is to reduce health care expenditures over a five year period.

Revise and enhance the health advancement / wellness program in conjunction with the services available with the on-site medical clinic in order to provide employees with an integrated and comprehensive wellness program and service.

Key Outcome Indicator:
Evaluate clinic, health plan and wellness data to determine trends, and services to assist in the control and management of health care costs (4th quarter 2015 and ongoing). Key outcome indicators will include the maintaining health insurance plan cost increases below the medical rate of inflation and increased wellness and education program participation.

Objective 5: Continue implementation of the Diversity and Equal Employment Opportunity Plan. Specifically, coordinating and developing training for all managers, supervisors and staff involved in the selection of individuals for employment with the County. Expand the recruitment and outreach efforts to regional, professional, and community organizations.

In 2015, develop and implement a communications strategy including new policies, such as Respect in the Workplace which reflects the County commitment to diversity and inclusion for all employee and prospective employees.

Key Outcome Indicator:
Conduct regular assessments of employment policies, practices, and data in order to identify and correct any barriers to employment and to share the analysis with department managers, supervisors and employees (ongoing).

Objective 6: Continue the County's Lean Government Initiative through the training and development of County staff and workgroups in the concepts and tools needed to identify areas for improved efficiencies and cost-savings. Utilize the centralized Process Improvement Resources (PIRs) committee to support projects, identify opportunities and monitor success.

Key Outcome Indicator: Implement intranet site to document achievement, support projects and monitor program success through dashboard reporting (1st quarter 2015).

Objective 7: Working with internal stakeholders, vendors, and other local government entities, explore opportunities for moving applications off of county infrastructure onto Cloud-provisioned environments where the transference of the application shows a definite Return on Investment (ROI) and limits the risk for the County. Develop ROI methodology that identifies the best targets and specifications for implementation.

Key Outcome Indicator:
Establish policy and methodology in determining when to use Cloud Service environments.
Achieve return on investment for applications selected for Cloud Service environments.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**10.82**	**10.50**	**10.50**	**10.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$650,116**	**$650,704**	**$650,704**	**$664,273**	**$13,569**
Total Revenues	**$650,116**	**$650,704**	**$650,704**	**$664,273**	**$13,569**
Personnel Costs	$563,757	$585,010	$590,532	$601,966	$16,956
Operating Expenses	$29,608	$31,889	$25,697	$31,720	($169)
Interdept. Charges	$32,519	$33,805	$31,990	$30,587	($3,218)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$625,884**	**$650,704**	**$648,219**	**$664,273**	**$13,569**

Rev. Over (Under) Exp.	$24,232	$0	$2,485	$0	$0

Program Highlights

County tax levy funding increases by $13,569 due to increased expenditures budgeted as described below.

Personnel costs increase $16,956 mostly due to cost to continue existing staff and the addition of single HSA health plan for 0.50 FTE temporary extra help position at a cost of $3,200. Interdepartmental charges decrease $3,218 mostly due to a reduction in phone charges relating to the VoIP implementation.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.50**	**5.50**	**5.60**	**0.10**
General Government	$625,878	$593,733	$593,733	$593,733	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$602,602	$625,737	$625,737	$643,320	$17,583
Other Revenue	$114,746	$118,231	$118,231	$121,323	$3,092
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**($758,827)**	**($729,200)**	**($729,200)**	**($718,778)**	**$10,422**
Total Revenues	**$584,399**	**$608,501**	**$608,501**	**$639,598**	**$31,097**
Personnel Costs	$568,965	$591,566	$593,980	$622,205	$30,639
Operating Expenses	$6,603	$5,910	$6,229	$5,875	($35)
Interdept. Charges	$10,733	$11,025	$11,025	$11,518	$493
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$586,301**	**$608,501**	**$611,234**	**$639,598**	**$31,097**
Rev. Over (Under) Exp.	($1,902)	$0	($2,733)	$0	$0

Program Highlights

Interdepartmental revenues increase $17,583 mostly 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 revenues increase $3,092 due to an increase from the Workforce Development Center to fund the Center coordinator position commensurate with expected salary and benefit changes.

County tax levy funding increases $10,422 reflecting increased program costs partially offset by due to increased revenues budgeted as described above.

Personnel costs increase $30,639 which includes the transfer of 0.10 FTE of the Collections & Business Services Manager from the Collections division to more accurately reflect assignment of duties. Remaining personnel increases reflect cost to continue existing staff. Interdepartmental charges increase $493 mostly due to increased End User Technology Fund (EUTF) charges.

Payroll

Program Description

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**3.01**	**3.60**	**3.60**	**3.00**	**(0.60)**
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	$18,309	$0	$0	$0	$0
County Tax Levy	**$374,517**	**$393,975**	**$393,975**	**$367,613**	**($26,362)**
Total Revenues	**$392,826**	**$393,975**	**$393,975**	**$367,613**	**($26,362)**
Personnel Costs	$260,290	$263,773	$235,095	$238,405	($25,368)
Operating Expenses	$120,433	$120,672	$120,672	$119,273	($1,399)
Interdept. Charges	$9,328	$9,530	$9,530	$9,935	$405
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$390,051**	**$393,975**	**$365,297**	**$367,613**	**($26,362)**
Rev. Over (Under) Exp.	$2,775	$0	$28,678	$0	$0

Program Highlights

County tax levy funding decreases by $26,362 due to decreased expenditures budgeted as described below.

Personnel costs decrease $25,368 mostly due to elimination of extra temporary help of $30,762, partially offset by cost to continue existing staff. Operating expenses decrease $1,399 mostly due to decrease contracted services for the Ceridian payroll system, partially offset by an increase of $5,000 for the one-time purchase of garnishment processing software to improve payroll processing efficiency. Interdepartmental charges increase $405 due to increased End User Technology Fund (EUTF) charges.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Paychecks Processed	42,817	44,000	44,000	44,000	0
Payroll Exception Checks	14	50	50	50	0
W2s Processed	1,989	2,000	2,000	2,000	0

Accounting Services/Accounts Payable

Program Description

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.01**	**6.69**	**6.69**	**6.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$58,294	$58,995	$58,995	$60,238	$1,243
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$635,288**	**$657,429**	**$657,429**	**$671,782**	**$14,353**
Total Revenues	**$693,582**	**$716,424**	**$716,424**	**$732,020**	**$15,596**
Personnel Costs	$626,096	$577,194	$563,323	$587,484	$10,290
Operating Expenses	$53,712	$121,555	$121,555	$126,543	$4,988
Interdept. Charges	$17,582	$17,675	$17,675	$17,993	$318
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$697,390**	**$716,424**	**$702,553**	**$732,020**	**$15,596**
Rev. Over (Under) Exp.	($3,808)	$0	$13,871	$0	$0

Program Highlights

Interdepartmental revenue for investment management services provided to the county Treasurer's Office is increased by $1,243.

County tax levy funding increases by $14,353 mostly due to increased expenditures budgeted as described below.

Personnel costs increase $10,290 mostly due to cost to continue existing staff. Operating expenses increase $4,988 mostly due to increased maintenance for FMIS accounting system by $3,450 and increased auditing expenses by $1,538.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Budget Entries Audited	655	1,200	675	675	(525)
Journal Entries Audited	2,842	3,000	3,000	3,000	0
Invoices (Direct Buys) Audited	44,945	45,000	46,000	46,000	1,000
P-card Lines Entered/Audited	12,121	13,500	13,000	13,000	(500)

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$166,244	$158,036	$157,786	$158,202	$166
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$223,141**	**$235,856**	**$235,856**	**$229,271**	**($6,585)**
Total Revenues	**$389,385**	**$393,892**	**$393,642**	**$387,473**	**($6,419)**
Personnel Costs	$339,183	$348,401	$351,983	$358,824	$10,423
Operating Expenses	$25,251	$34,704	$18,252	$17,425	($17,279)
Interdept. Charges	$11,318	$10,787	$10,787	$11,224	$437
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$375,752**	**$393,892**	**$381,022**	**$387,473**	**($6,419)**
Rev. Over (Under) Exp.	$13,633	$0	$12,620	$0	$0

Program Highlights

Charges for Services revenue for tax billing to municipalities increased by $166. County tax levy funding decreases by $6,585 mostly due to decreased expenditures budgeted as described below.

Personnel costs increase $10,423 due to cost to continue existing staff. Operating expenses decrease $17,279 mostly due to a transfer of $12,000 for the tax system maintenance to End User Technology Fund and a decrease of $6,000 for contracted printing services.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	97,709	99,000	98,362	98,400	(600)
Number of property listings updated (a)	829,583	492,000	555,000	560,000	68,000
Number of property transfers processed (b)	7,809	9,000	6,500	7,000	(2,000)
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	103,904	104,100	104,000	104,100	0
# Notice of Assessment Customers	0	0	1	0	0
# Notice of Assessments	0	0	4,500	0	0
# Online County Tax Payments (c)	4,334	4,400	4,400	4,400	0
$ Online County Tax Payments (c)	$14,045,985	$14,700,000	$14,700,000	14,700,000	0
# Municipalities participating with County's online payment program	7	3	7	8	5

(a) Conversion cleanup work was done in 2013.
(b) Real estate transfers are substantially lower than anticipated during 2014.
(c) Reflects payments to County for property tax. Total 2013 online portal transactions, including County, municipal partners and the Register of Deeds combined in 7,107 transactions totaling $17,264,517.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.64**	**5.69**	**5.69**	**5.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$616,180**	**$582,922**	**$582,922**	**$583,591**	**$669**
Total Revenues	**$616,180**	**$582,922**	**$582,922**	**$583,591**	**$669**
Personnel Costs	$587,379	$539,148	$516,608	$539,241	$93
Operating Expenses	$11,755	$27,630	$24,700	$27,630	$0
Interdept. Charges	$15,820	$16,144	$16,144	$16,720	$576
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$614,954**	**$582,922**	**$557,452**	**$583,591**	**$669**

Rev. Over (Under) Exp.	$1,226	$0	$25,470	$0	$0

Program Highlights

County tax levy funding increases by $669 due to increased expenditures budgeted as described below.

Personnel costs increase $93 mostly due cost to continue existing staff, partially offset by lower health and dental insurance by $6,420 for changes in plan selection. Interdepartmental charges increase $576 mostly due to increased End User Technology Fund (EUTF) charges.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,956	$800	$800	$800	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$10,535	$15,750	$15,750	$15,750	$0
Appr. Fund Balance (a)	$2,000	$28,000	$28,000	$28,000	$0
County Tax Levy	**$1,071,871**	**$1,058,108**	**$1,058,108**	**$1,071,727**	**$13,619**
Total Revenues	**$1,086,362**	**$1,102,658**	**$1,102,658**	**$1,116,277**	**$13,619**
Personnel Costs	$810,186	$830,070	$827,703	$841,953	$11,883
Operating Expenses	$168,481	$219,691	$208,007	$220,669	$978
Interdept. Charges	$49,673	$52,897	$51,891	$53,655	$758
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,028,340**	**$1,102,658**	**$1,087,601**	**$1,116,277**	**$13,619**
Rev. Over (Under) Exp.	$58,022	$0	$15,057	$0	$0

(a) 2013 represents Wellness fundraising activities. 2014 and 2015 represents funding for the Diversity program.

Program Highlights

County tax levy funding increases by $13,619 due to increased expenditures budgeted as described below.

Personnel costs increase $11,883 due cost to continue existing staff. Operating expenses increase $978 mostly due to an increase in training. Interdepartmental charges increase $758 mostly due to increased End User Technology Fund (EUTF) charges.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	167	150	170	170	20
# of Regular Full-Time Employees Hired	100	100	100	100	0
Promotions/Demotions/Transfers	64	80	80	80	0
Peak # of Employees on Payroll	1,743	1,750	1,750	1,750	0
# of Employee/Family Medical Leaves	248	250	250	250	0

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).

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$360	$200	$200	$200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$81,653	$45,000	$60,000	$60,000	$15,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$349,144**	**$342,636**	**$342,636**	**$305,674**	**($36,962)**
Total Revenues	**$431,157**	**$387,836**	**$402,836**	**$365,874**	**($21,962)**
Personnel Costs	$315,959	$340,948	$338,049	$323,262	($17,686)
Operating Expenses	$8,688	$22,800	$19,150	$19,050	($3,750)
Interdept. Charges	$22,698	$24,088	$24,088	$23,562	($526)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$347,345**	**$387,836**	**$381,287**	**$365,874**	**($21,962)**
Rev. Over (Under) Exp.	$83,812	$0	$21,549	$0	$0

Program Highlights

Other revenue for procurement card rebates increased by $15,000.

County tax levy funding decreases by $36,962 mostly due to decreased expenditures budgeted as described below and increased revenues as described above.

Personnel costs decrease $17,686 mostly due to turnover and lower health and dental insurance for change in plan selection. Operating expenses decrease $3,750 mostly due to decreased advertising/legal notices by $3,000. Interdepartmental charges decrease $526 due to decrease records storage by $673 and decrease phone charges by $618, partially offset by increased End User Technology Fund charges by $765.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Requisitions Processed*	302	275	280	275	0
Purchase Orders / Blanket Contracts Issued**	521	575	520	520	(55)
Bids/Proposals Issued	92	125	126	125	0
Procard Transactions***	$5,207,000	$5,400,000	$7,194,000	$10,000,000	$4,600,000

* Anticipate reduction in 2014 requisition count due to streamlined processes put in place with FMIS implementation.
** Budgeted for an increase in 2014 Purchase Orders as a result of the FMIS requisition change but purchase orders stabilized at prior years actual.
*** Procard transactions (contract period ending) 2014 estimate higher than budgeted due to unanticipated credit card acceptance by trunked radio vendor. It is expected to carry into 2015 given the project management and multiple radio purchases on the Pcard program. However, once those transactions are complete, the 2016 annual contract volume should drop back down to $5,207,000 peak since the penetration of the program has been maximized based on current business opportunities and payment practices by departments.

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$154,188	$200,000	$190,000	$191,500	($8,500)	-4.3%
Interdepartmental (a)	$5,494,721	$5,751,482	$5,683,959	$5,806,431	$54,949	1.0%
Other Revenue	$26,400	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$723,502	$567,025	$567,025	$599,619	$32,594	5.7%
County Tax Levy (c)	**$1,621,424**	**$1,590,424**	**$1,590,424**	**$1,575,701**	**($14,723)**	**-0.9%**
Total Revenue Sources	**$8,020,235**	**$8,108,931**	**$8,031,408**	**$8,173,251**	**$64,320**	**0.8%**
Expenditures						
Personnel Costs (c)	$3,939,778	$4,238,950	$4,065,194	$4,277,024	$38,074	0.9%
Operating Expenses (c)	$3,278,583	$3,497,007	$3,352,122	$3,502,748	$5,741	0.2%
Interdept. Charges (c)	$338,397	$339,952	$339,639	$353,586	$13,634	4.0%
Fixed Assets (Memo) (d)	$476,545	$416,380	$394,075	$501,152	$84,772	20.4%
Total Expenditures (d)	**$7,556,758**	**$8,075,909**	**$7,756,955**	**$8,133,358**	**$57,449**	**0.7%**
Rev. Over (Under) Exp. (d)(e)	$463,477	$33,022	$274,453	$39,893	$6,871	20.8%
Position Summary (FTE)						
Regular Positions	37.45	37.45	37.45	37.45	0.00	
Extra Help	7.13	5.46	5.46	4.29	(1.17)	
Overtime	0.06	0.06	0.06	0.00	(0.06)	
Total FTEs	44.64	42.97	42.97	41.74	(1.23)	

(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) 2013 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $624,773. 2014 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $567,025. 2015 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $599,619.

(c) Total expenditures and net operating income exclude Fixed Assets to conform to financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues and General Fund Balance.

(d) 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.

(e) The goal is to breakeven across the years. In some years the copier replacement will budget a gain and some years a loss with and overall trend to breakeven.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective: Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percent ID Login Costs	51%	57%	57%	57%
Percent Server & Software Costs	42%	38%	38%	37%
Percent Connected Device Cost	7%	5%	5%	6%

End User Technology
(Proprietary Operation)

Program Description

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

Included in this program are sections of Information Technology:

IT 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.

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

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.)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**27.63**	**27.78**	**27.78**	**26.84**	**(0.94)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$66,450	$125,000	$110,000	$111,500	($13,500)
Interdepartmental (a)	$4,779,797	$4,960,923	$4,948,039	$5,056,607	$95,684
Other Revenue	$23,673	$0	$0	$0	$0
Appr. Fund Balance (b)	$659,177	$552,025	$552,025	$557,119	$5,094
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,529,097**	**$5,637,948**	**$5,610,064**	**$5,725,226**	**$87,278**
Personnel Costs	$2,532,097	$2,823,044	$2,625,980	$2,830,266	$7,222
Operating Expenses	$2,688,272	$2,810,404	$2,718,466	$2,889,809	$79,405
Interdept. Charges	$3,958	$4,500	$4,500	$5,151	$651
Fixed Assets (Memo) (c)	$363,947	$375,000	$375,000	$375,000	$0
Total Expenditures (c)	**$5,224,327**	**$5,637,948**	**$5,348,946**	**$5,725,226**	**$87,278**
Rev. Over (Under) Exp. (c)	$304,770	$0	$261,118	$0	$0

(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) All Appropriated Fund Balance is from End User Technology Fund.
(c) 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.

Program Highlights

Charges for Services decrease $13,500 mostly due to lower anticipated charges for equipment and licenses for Emergency Preparedness services related to municipal cost sharing for public safety mobile connectivity.

Personnel costs increase by $7,222 mostly due to the transfer of 0.15 FTE Information Technology Manager position from the Information Technology Solutions program (to more properly reflect staff directed) and cost to continue existing staff, partially offset by a reduction of extra temporary help by $52,559 or 1.09 FTE and lower health and dental insurance by $11,573 for a change in plan selection.

Operating expenses increase $79,405 mostly due to increased contracted services by $53,320 and increased computer equipment by $37,149, partially offset by decreased tuition and registration by $10,000.

Activity

The plan is scheduled to replace 325 PC's (including laptops), 75 flat panels and 50 peripherals (printers, scanners, etc.) in 2015. The plan currently supports 1,514 personal workstations and laptop computers.

Year	2008	2009	2010	2011	2012	2013	2014	2015	Units Purchased Incr./(Decr.)
PC	186	205	316	310	279	252	268	325	57
Flat panels	164	300	300	50	50	50	75	75	0
Peripherals	35	30	50	50	45	45	45	50	5

Information Technology Solutions

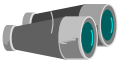
(Non-Proprietary Operations)

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use and supporting, developing and maintaining the County web environment. This program is being shifted from the Department of Administration-General Fund to the End User Internal Service Fund, but the restated costs are not being allocated out to departments.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**10.85**	**10.70**	**10.70**	**10.30**	**(0.40)**
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	$33,018	$0	$0	$0	$0
County Tax Levy	**$1,621,424**	**$1,590,424**	**$1,590,424**	**$1,575,701**	**($14,723)**
Total Revenues	**$1,654,442**	**$1,590,424**	**$1,590,424**	**$1,575,701**	**($14,723)**
Personnel Costs	$1,218,676	$1,212,401	$1,247,152	$1,212,494	$93
Operating Expenses	$76,388	$133,655	$130,970	$113,280	($20,375)
Interdept. Charges	$240,202	$244,368	$244,035	$249,927	$5,559
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,535,266**	**$1,590,424**	**$1,622,157**	**$1,575,701**	**($14,723)**

Rev. Over (Under) Exp.	$119,176	$0	($31,733)	$0	$0



Program Highlights

County tax levy funding decreases by $14,723 due to decreased expenditures budgeted as described below.

Personnel costs increase $93 mostly due to cost to continue existing staff, promotion of 1.0 FTE from Senior Information Technology Professional to Principal Information Technology Professional, partially reduced by a transfer of 0.15 FTE Information Technology Manager to the End User Technology program (to more properly reflect staff directed) and a transfer of 0.25 FTE Principal Information Technology Professional to the Records Management program. Operating expenses decrease $20,375 mostly due to reduced contracted services by $10,875, reduced third party temporary help by $2,000 and other reductions in multiple accounts.

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, 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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.86**	**4.19**	**4.19**	**4.30**	**0.11**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$87,738	$75,000	$80,000	$80,000	$5,000
Interdepartmental	$212,620	$235,500	$212,600	$216,609	($18,891)
Other Revenue	$2,727	$0	$0	$0	$0
Appr. Fund Balance	$31,307	$15,000	$15,000	$42,500	$27,500
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$334,392**	**$325,500**	**$307,600**	**$339,109**	**$13,609**
Personnel Costs	$171,765	$182,515	$172,318	$213,991	$31,476
Operating Expenses	$33,069	$63,044	$37,875	$37,838	($25,206)
Interdept. Charges	$78,254	$79,941	$80,061	$87,280	$7,339
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$283,088**	**$325,500**	**$290,254**	**$339,109**	**$13,609**
Rev. Over (Under) Exp.	$51,304	$0	$17,346	$0	$0

Program Highlights

Charges for service increase $5,000 recognizing increased volume of sales to external customers. Interdepartmental charges decrease $18,891 reflecting lower volume of centralized imaging services being performed as departments implement decentralized scanning and ECM (Enterprise Content Management) solutions. Fund balance increases $27,500 to stabilize interdepartmental charges.

Personnel costs increase mainly due to the transfer of 0.25 FTE Principal Information Technology Professional from the Information Technology Solutions program partially offset by a 0.14 FTE reduction temporary extra help and overtime. The transfer reflect the need for technical support in the development of Enterprise Content Management business solutions and software implementation.

Operating expenses decrease $25,206 mainly due to the elimination of third party temporary services and lower supply costs reflecting a lower budgeted centralized scanning workload. Interdepartmental expenses mostly due to increases in End User Technology Fund Charges (EUTF).

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.30**	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$502,304	$555,059	$523,320	$533,215	($21,844)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$502,304**	**$555,059**	**$523,320**	**$533,215**	**($21,844)**
Personnel Costs	$17,240	$20,990	$19,744	$20,273	($717)
Operating Expenses	$480,854	$489,904	$464,811	$461,821	($28,083)
Interdept. Charges	$15,983	$11,143	$11,043	$11,228	$85
Fixed Assets (Memo) (b)	$112,598	$41,380	$19,075	$126,152	$84,772
Total Expenditures (b)	**$514,077**	**$522,037**	**$495,598**	**$493,322**	**($28,715)**
Rev. Over (Under) Exp. (b)(c)	($11,773)	$33,022	$27,722	$39,893	$6,871

(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 $21,844 mostly due to decreased mail reflecting a reduction in quantity of mail sent out.

Operating expenses decrease $28,083 mostly due to decreased postage costs by $16,600 reflecting lower usage and a decrease of $9,700 for the purchase of a lower number of copiers in 2015 that are not classified as fixed assets (i.e. <$5,000). Fixed assets reflect the purchase of copier machines.

Activity – Copier Replacement

Copier Purchases	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total Number of Units in Plan	91	91	94	94	3
Units Purchased Annually	45	14	13	22	8

Activity – Records Management

Output Indicators	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Storage Boxes Received (a)	1,367	700	500	500	(200)
Storage Boxes Destroyed (a)	1,259	1,100	1,500	1,100	0
Boxes/Journals Offsite	12,758	11,990	11,758	11,158	(832)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Images Converted (Microfilmed & Digitized) (b)	612,419	682,000	560,000	560,000	(122,000)
CD's Produced (b)	1,124	1,150	1,150	1,150	0

(b) Directly related to the real estate market. Counts do not reflect imaging services for centralized accounts payable.

Activity – Mail Services

Output Indicators	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Incoming Mail (Bins)	1,486	1,550	1,300	1,300	(250)
Outgoing Mail (Pieces)	630,684	655,000	620,000	620,000	(35,000)
Outgoing UPS (Pieces)	206	240	200	200	(40)

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$1,796,077	$1,940,625	$1,940,625	$2,062,100	$121,475	6.3%
Other Revenue (b)	$556,375	$492,800	$492,800	$515,000	$22,200	4.5%
Appr. Fund Balance (c)	$763,154	$179,885	$179,885	$118,927	($60,958)	-33.9%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources (a)(b)(c)	**$3,115,606**	**$2,613,310**	**$2,613,310**	**$2,696,027**	**$82,717**	**3.2%**
Expenditures						
Personnel Costs	$289,803	$304,633	$304,205	$312,271	$7,638	2.5%
Operating Expenses	$2,729,147	$2,242,228	$2,242,177	$2,320,844	$78,616	3.5%
Interdept. Charges	$66,503	$66,449	$57,754	$62,912	($3,537)	-5.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,085,453**	**$2,613,310**	**$2,604,136**	**$2,696,027**	**$82,717**	**3.2%**
Rev. Over (Under) Exp.	$30,153	$0	$9,174	$0	$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 FTEs	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 insurance/subrogation recoveries on claims which are increased to reflect anticipated increased returns on investments and historical revenues on claims.
(c) Appropriated Fund Balance consists of the following sources and uses:

	2013 Budget	2014 Budget	2015 Budget
Source			
General Fund Balance	$243,154	$179,885	$118,927
Use			
General/Auto/Other Liability	$122,998	$90,625	$60,278
Worker's Compensation	$120,156	$89,260	$58,649

Major Departmental Strategic Outcomes and Objectives for 2015

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:	2013 Actual	2014 Target	2014 Actual	2015 Target
Workers' Compensation Experience Modification Factor	.99	At or below 1.00	.98	At or below 1.00

NOTE: Prior to 2013 the experience modification factor was above 1.00 (2010=1.14, 2011=1.08, 2012=1.05). Various initiatives were taken to achieve the target in 2013. Such efforts will continue to maintain target.

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 in 1988 to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (15 in 2014) and cities (3 in 2014) and a special district.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$804,677	$844,900	$844,900	$878,700	$33,800
Other Revenue (b)	$470,362	$445,000	$445,000	$465,000	$20,000
Appr. Fund Balance	$122,998	$90,625	$90,625	$60,278	($30,347)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)(b)	**$1,398,037**	**$1,380,525**	**$1,380,525**	**$1,403,978**	**$23,453**
Personnel Costs	$171,990	$184,092	$185,693	$188,882	$4,790
Operating Expenses	$1,167,135	$1,131,024	$1,130,973	$1,153,224	$22,200
Interdept. Charges	$65,573	$65,409	$56,714	$61,872	($3,537)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,404,698**	**$1,380,525**	**$1,373,380**	**$1,403,978**	**$23,453**
Rev. Over (Under) Exp.	($6,661)	$0	$7,145	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Insurance Company (WMMIC), and insurance reimbursements.

General/Auto Liability & Other Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 4% or $33,800 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $60,278 of General Fund Balance. The goal is to continue to reduce reliance on General Fund Balance until it is eliminated as department charges are modified to better reflect program costs.

Personnel costs increased 2.6% or $4,790 based on budget projections. Operating expenses increased 1.9% or $22,200 primarily due to projected increase in self-insured claims costs. Interdepartmental charges reduced 5.4% or $3,537 to reflect historical payout pattern for self-insured collision damage claims.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$991,400	$1,095,725	$1,095,725	$1,183,400	$87,675
Other Revenue	$86,013	$47,800	$47,800	$50,000	$2,200
Appr. Fund Balance	$640,156	$89,260	$89,260	$58,649	($30,611)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,717,569**	**$1,232,785**	**$1,232,785**	**$1,292,049**	**$59,264**
Personnel Costs	$117,813	$120,541	$118,512	$123,389	$2,848
Operating Expenses	$1,562,012	$1,111,204	$1,111,204	$1,167,620	$56,416
Interdept. Charges	$930	$1,040	$1,040	$1,040	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,680,755**	**$1,232,785**	**$1,230,756**	**$1,292,049**	**$59,264**
Rev. Over (Under) Exp.	$36,814	$0	$2,029	$0	$0

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

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 8% or $87,675 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 $58,649 in General Fund Balance. The goal is to continue to reduce reliance on General Fund Balance until it is eliminated as department charges are modified to better reflect program costs.

Personnel costs increased 2.3% or $2,848 based on budget projections. Operating expenses increased 5% or $56,416 primarily due to projected increase in self-insured claims costs and to ensure adequate funds are available for year-end reserve booking.

Worker's Compensation (cont.)

Activity – Risk Management Fund Overall

Output Indicators:	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate
Safety Inspections/Surveys	30	33	38	41	40
Safety Meetings	23	37	38	45	45
Training In-services	22	26	28	30	30
Beat Articles/Flyers	3	5	14	6	6
Contracts & Ins Certificates Reviewed	586	595	622	575	575
Efficiency Indicators:					
Total Purchased Insurance Premium	$622,547	$628,664	$626,228		
Cost of Insurance Per $1,000 of County Expenditures*	$2.84	$2.80	$2.70		
Total Risk Mgmt Expenditures	$2,435,583	$2,543,177	$2,637,471	$3,085,454	
Cost of Risk Per $1,000 of County Expenditures*	$11.11	$11.31	$11.38		

*Excludes capital projects & debt service

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate
# of Property/Auto Physical Claims	57	55	39	57	52
Paid & Reserve Net of Subrogation	$203,251	$124,687	$259,357	$195,493	N/A
Average Cost Per Claim	$3,566	$2,267	$6,650	$3,430	N/A
Subrogation Collections	$10,247	$56,304	$43,379	$20,015	N/A
# of General/Auto Liability Claims	43	56	40	32	42
Paid & Reserve	$328,091	$270,559	$71,868	$30,315	N/A
Average Cost Per Claim	$7,630	$4,831	$1,797	$947	N/A

Note: Accident year claims data valued as of 04/01/14.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate
# of Worker's Compensation Claims	112	110	89	99	103
Paid & Reserve Net of Subrogation	$990,694	$885,975	$1,066,814	$544,387	N/A
Average Cost Per Claim	$8,845	$8,054	$11,987	$5,499	N/A

Notes: Accident year claims data valued as of 04/01/14
Dollars include 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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 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	$756,893	$786,843	$684,162	$702,813	($84,030)	-10.7%
Other Revenue	$4,512	$4,940	$4,940	$4,080	($860)	-17.4%
Appr. Fund Balance (a)(b)	$9,087	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$770,492**	**$791,783**	**$689,102**	**$706,893**	**($84,890)**	**-10.7%**
Expenditures						
Personnel Costs	$209,651	$214,990	$214,518	$218,515	$3,525	1.6%
Operating Expenses	$538,463	$549,821	$444,438	$466,913	($82,908)	-15.1%
Interdept. Charges	$27,971	$26,972	$26,972	$21,465	($5,507)	-20.4%
Fixed Assets (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures (c)	**$776,085**	**$791,783**	**$685,928**	**$706,893**	**($84,890)**	**-10.7%**
Rev. Over (Under) Exp. (b)	($5,593)	$0	$3,174	$0	$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	0.01	0.01	0.01	0.00	
Total FTEs	2.37	2.36	2.36	2.36	0.00	

(a) In 2012 and 2013 there is a Communications Fund Balance appropriation of $9,087 for depreciation of the voice mail system.
(b) The 2013 net operating income differs from the amount shown in the Comprehensive Annual Financial Report (CAFR) because the CAFR does not recognize Appropriated Fund Balance of $9,087 as a current-year revenue source.
(c) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards.

Program Highlights

Interdepartmental charges decrease $84,030 reflecting revision to rates structure due to lower operating costs associated with the implementation of Voice Over Internet Protocol (VoIP) phone system.

Personnel costs increase $3,525 reflecting the cost to continue existing staff. Operating costs decrease mainly due decreased line service and supply expenses of $123,000 partially offset by a $32,000 increase in software/hardware maintenance and an $11,000 increase in depreciation.

Major Departmental Strategic Outcomes and Objectives for 2015

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.

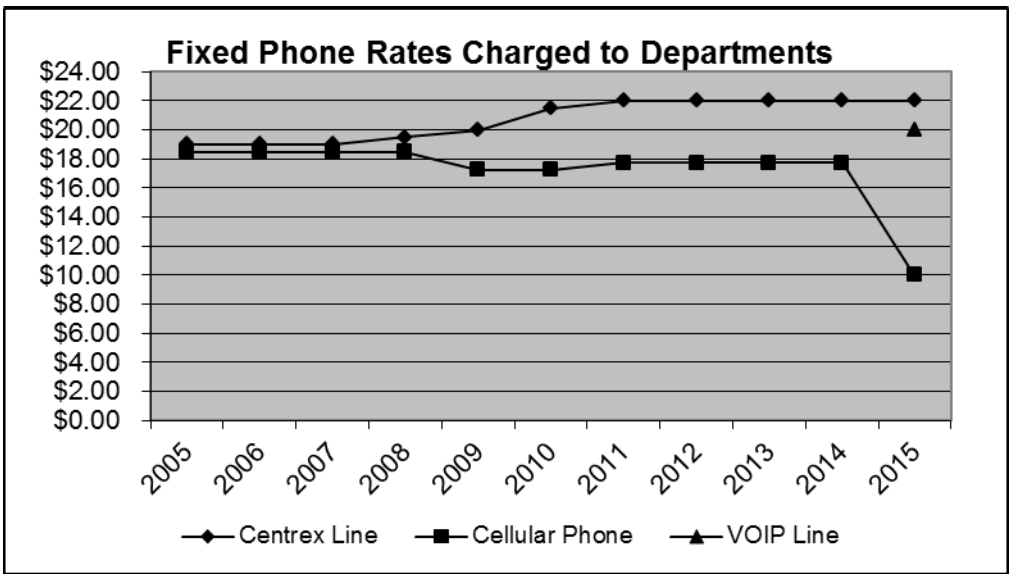
Performance Measure:	2013 Actual	2014 Budget	2014 Estimate	2015 Target
System Uptime*	98%	95%	95%	95%

*2014 system uptime unknown due to new system and linked to a new network.

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:	2013 Actual	2014 Budget	2014 Estimate	2015 Target
Average time to clear issue: Standard Repair – 6 hours	98%	90%	95%	90%
Announced Move – 14 days	100%	95%	95%	95%

Current Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '14	Estimated Operating Impact	A = Annual T = One-Time
200820	VOIP and Infrastructure Upgrades (a)	2014	$1,175,500	100%	($50,000)	A

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

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
# of VOIP Lines	838	1,847	1,519	1,519	(328)
# of Centrex Telephone Lines	1,128	120	339	339	219
# of Non-Centrex Telephone Lines	118	120	118	118	(2)
# of Cellular Phones	270	273	270	270	(3)

The VOIP capital project implementation occurred in 2013 – 2014. At the time of 2015 budget development 339 Centrex and 118 non-Centrex traditional analog lines remain. These phone lines are in locations that either not served by the internet or relate to devices that require traditional analog signals to operate such fax machines, modems, panic alarms or monitoring systems. These analog devices, and lines that are in difficult to serve locations will be reviewed in 2014-2015 for conversion to VoIP where possible.

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$192,927	$186,000	$190,000	$192,000	$6,000	3.2%
Interdepartmental	$479,383	$463,412	$470,000	$475,000	$11,588	2.5%
Other Revenue	$38,765	$102,300	$102,300	$124,300	$22,000	21.5%
Appr. Fund Balance (a)	$208,000	$200,000	$122,113	$184,471	($15,529)	-7.8%
County Tax Levy (b)(c)	**($120,000)**	**($90,000)**	**($90,000)**	**($60,000)**	**$30,000**	**N/A**
Total Revenue Sources	**$799,075**	**$861,712**	**$794,413**	**$915,771**	**$54,059**	**6.3%**
Expenditures						
Personnel Costs	$518,123	$632,047	$532,050	$626,961	($5,086)	-0.8%
Operating Expenses (a)	$84,797	$100,949	$135,802	$129,789	$28,840	28.6%
Interdept. Charges	$212,443	$218,716	$216,561	$219,021	$305	0.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$815,363**	**$951,712**	**$884,413**	**$975,771**	**$24,059**	**2.5%**
Rev. Over (Under) Exp. (b)(c)	($16,288)	($90,000)	($90,000)	($60,000)	$30,000	N/A
Position Summary (FTE)						
Regular Positions	5.75	5.75	5.75	5.65	(0.10)	
Extra Help	3.35	3.35	3.35	3.35	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.10	9.10	9.10	9.00	(0.10)	

(a) The Collections Fund Balance appropriation in 2013 of $13,000 is for depreciation expense, $8,000 relates to 2012 carryover expenses and $187,000 to maintain Collections internal cost to departments for total of $208,000. A Collections Fund Balance appropriation in 2014 of $13,000 is for depreciation expense and $187,000 to maintain Collections internal cost to departments for total of $200,000. A Collections Fund Balance appropriation in 2015 of $19,684 is for depreciation expense, $30,000 one-time appropriation for collection computer system conversion and $134,787 to maintain Collections internal cost to departments for a total of $184,471.

(b) The 2013 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 2015, the overall amount of this general tax levy reduction totals $1,330,000. The (negative) levy provided will be reduced in future years beginning in 2014 reflecting full payment to the General Fund.

Major Departmental Strategic Outcomes and Objectives for 2015

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

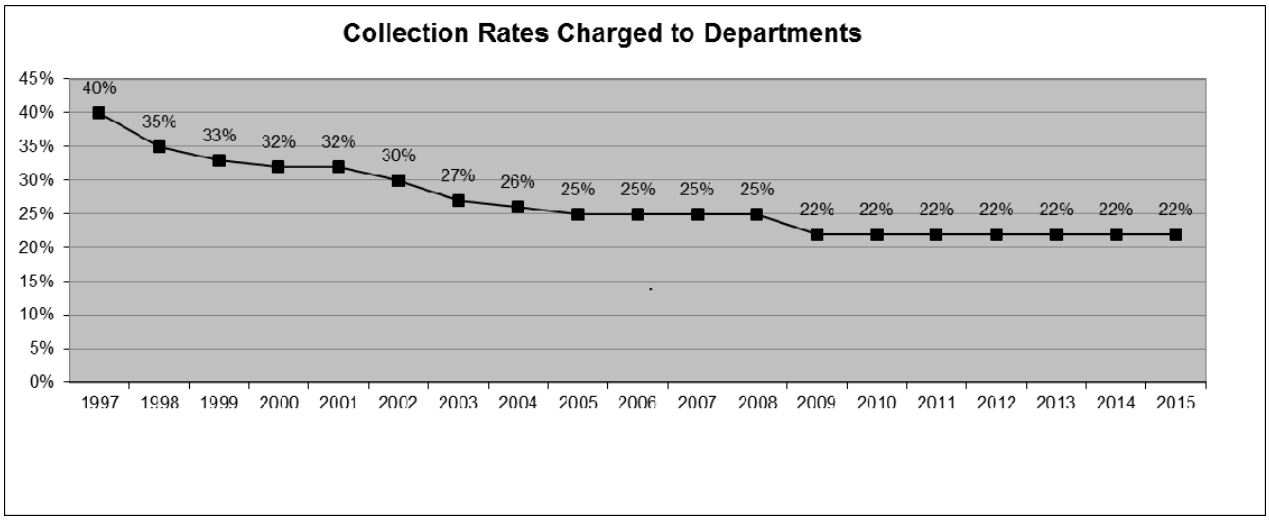
Objective 1: Work cooperatively with county and external clients, Department of Administration-Information Technology (DOA-IT) and applicable software vendors to explore software and business process changes to improve efficiencies. In 2015 the Collections Division will evaluate the transition of the collector system to a platform that will either allow for server virtualization or a cloud hosted solution. The desired result is the maintenance of existing automation processes but at a lower cost and decreased administrative complexity.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Ratio – All Collected Funds*	3.78	3.06	3.06	3.03

Maintain a recovery % greater than collection agency industry average specific to governmental accounts. Ratio reduction mainly due to the onetime expense of $30,000 to evaluate and implement collection computer system replacement.

Waukesha County Recovery %**	32.3%	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 service revenue increase $6,000 and interdepartmental revenue increase $11,588 recognizing a trend toward increasing County and municipal collections. Other revenue increases $22,000, mainly reflecting increased interest on judgments. A Collections Fund Balance Appropriation of $184,471 is for general depreciation expenses, onetime software investments and to maintain a low collection fee for internal customers.

Personnel costs decrease $5,086 mainly due to the transfer of 0.10 FTE portion of the Business Services and Collections Manager to the Business Services program area, aligning the budget to actual work assignment. Operating costs increase $28,840 mainly due to a one-time $30,000 investment to analyze and migrate the collections system to a Microsoft Windows environment, with the long term of improved functionality and decreased cost.

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	1,546,483	1,473,300	1,517,500	1,548,200	$74,900
$ Coll. & Shared with State	$788,568	$737,000	$737,000	$737,000	$0
$ Coll. for Municipal Customers	$743,107	$665,400	$665,400	$667,800	$2,400
Total $ Collected	**$3,078,158**	**$2,875,700**	**$2,919,900**	**$2,953,000**	$77,300
Total $ Retained by County	$2,132,047	$2,028,862	$2,089,700	$2,104,434	$75,572
Accts Referred to Collection Div.	25,557	25,500	25,500	25,500	0
$ Referred to Collection Division *	$11,788,150	$10,000,000	$10,000,000	$10,000,000	$0
# of External Intergovernmental Customers	45	38	48	48	10

*90.59% of the 2013 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

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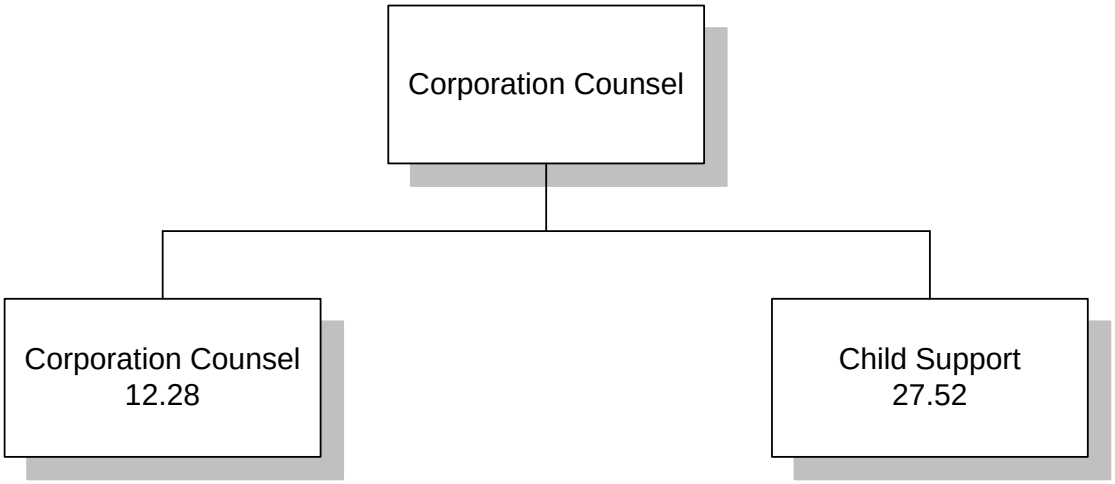
CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



39.80 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.

Corporation Counsel

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Corporation Counsel						
Revenues	$481,384	$463,784	$463,504	$472,643	$8,859	1.9%
County Tax Levy	$1,006,785	$991,785	$991,785	$1,000,785	$9,000	0.9%
Expenditures	$1,243,824	$1,455,569	$1,395,327	$1,473,428	$17,859	1.2%
Rev. Over (Under) Exp.	$244,345	$0	$59,962	$0	-	N/A
Child Support						
Revenues (a)	$2,084,417	$2,138,622	$2,049,465	$2,118,322	($20,300)	-0.9%
County Tax Levy	$365,462	$355,462	$355,462	$335,462	($20,000)	-5.6%
Expenditures	$2,401,063	$2,494,084	$2,293,160	$2,453,784	($40,300)	-1.6%
Rev. Over (Under) Exp.	$48,816	$0	$111,767	$0	-	N/A
Total						
Revenues (a)	$2,565,801	$2,602,406	$2,512,969	$2,590,965	($11,441)	-0.4%
County Tax Levy	$1,372,247	$1,347,247	$1,347,247	$1,336,247	($11,000)	-0.8%
Expenditures	$3,644,887	$3,949,653	$3,688,487	$3,927,212	($22,441)	-0.6%
Rev. Over (Under) Exp.	$293,161	-	$171,729	-	-	N/A
Position Summary (FTE)						
Regular Positions	38.00	38.00	38.00	38.00	0.00	
Extra Help	2.53	2.49	2.49	1.81	(0.68)	
Overtime	0.11	0.11	0.11	0.10	(0.01)	
Total	40.64	40.60	40.60	39.91	(0.69)	

(a) Child Support revenues include General Fund Balance appropriation of $52,232 in 2013, and $0 in 2014 and 2015.

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Corporation Counsel

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$17	$300	$20	$300	$0	0.0%
Interdepartmental	$480,864	$463,484	$463,484	$472,343	$8,859	1.9%
Other Revenue	$38	$0	$0	$0	$0	N/A
Appr. Fund Balance	$465	$0	$0	$0	$0	N/A
County Tax Levy	**$1,006,785**	**$991,785**	**$991,785**	**$1,000,785**	**$9,000**	**0.9%**
Total Revenue Sources	**$1,488,169**	**$1,455,569**	**$1,455,289**	**$1,473,428**	**$17,859**	**1.2%**
Expenditures						
Personnel Costs	$1,114,478	$1,152,486	$1,162,568	$1,222,220	$69,734	6.1%
Operating Expenses	$58,512	$228,278	$158,954	$175,547	($52,731)	-23.1%
Interdept. Charges	$70,834	$74,805	$73,805	$75,661	$856	1.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,243,824**	**$1,455,569**	**$1,395,327**	**$1,473,428**	**$17,859**	**1.2%**
Rev. Over (Under) Exp.	$244,345	$0	$59,962	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	11.40	11.40	11.40	11.40	0.00	
Extra Help	0.97	0.93	0.93	0.84	(0.09)	
Overtime	0.04	0.04	0.04	0.04	0.00	
Total FTEs	12.41	12.37	12.37	12.28	(0.09)	

Program Highlights

Total revenue sources in the Corporation Counsel Program increase by $17,900 or 1.2% to $1,473,400 mainly due to an $8,900 increase to $472,300 in interdepartmental revenues for legal services provided to the Health and Human Services department. County tax levy increases by $9,000 or 0.9% to $1,000,785.

Personnel costs increase by $69,700 or 6.1% to $1,222,200. In an effort to best utilize the skills of all attorneys in the Office of Corporation Counsel, the office has begun cross-training attorneys in the many areas of law overseen by Corporation Counsel. This has resulted in attorneys at various salary ranges being reallocated between the Corporation Counsel budget and the Child Support budget. This division transferred in a 0.50 FTE Senior Attorney and transferred out a 0.50 FTE Attorney to Child Support which will results in a $28,600 increase in budgeted personnel costs. Also, costs are higher due to health insurance increases of $24,400 mostly related to employee selections and cost to continue the 12.28 FTEs. Temporary extra help is reduced by 0.09 FTE, however, the budget remains at the 2014 level of $22,260.

Operating expenses decrease $52,700 or -23.1% to $175,547. Based on a review of prior year expenditures, the department has reduced outside legal costs for arbitration, collective bargaining, and paralegal and legal accounts, totaling $34,600. Also, per historical spending and projected spending levels, contracted services is reduced by $16,900.

Interdepartmental charges increase by almost $900 or 1.1% to $75,700 mainly due to an increase in End User Technology Fund allocation and an offset by a slight decrease in telephone charges.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: Provide quality and timely review of contracts, ordinances and resolutions for Waukesha County Departments. Represent the County successfully in civil litigation prosecution and defense. Issue validated opinions concerning interpretation of the rights, duties and powers of the municipal corporation, its departments and officials.

Key Outcome Indicator: Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Review and return contract within 72 hours (Dept. standard is 4 business days)	98%	>90%	>90%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	>98%	>98%	>98%

Activity - Workload Data	2012 Actual	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total Number of Cases Filed						
Bankruptcy Cases	431	500	375	350	325	-50
Claims Received	47	40	55	45	47	-8
Lawsuits Monitored	11	10	15	12	13	-2
Contracts Reviewed	239	256	250	260	260	10
Opinions Issued	302	290	300	300	300	0
Resolutions/Ordinances Reviewed	118	116	120	125	125	5

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).

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

Workload Data	2012 Actual	2013 Actual	2014 Budget	2014 Estimate (a)	2015 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,520	1,418	1,560	1,450	1,450	-110
Guardianships/Protective Placements:						
- Adults (b)	468	447	440	450	450	10
- Juveniles	37	41	40	40	40	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	417	401	420	400	410	-10
- Termination of Parental Rights (TPR)	8	8	9	20	15	6

(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.

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